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Sales Management

The Weekly Magazine for Marketing Executives




James E. Davidson

President, Nebraska Power Company, Omaha, and Chairman, Electric Refrigeration Bureau, National Electric Light Association

Electrical Industry Masses Forces
in Big Refrigeration Campaign

—
Ideas that Are Cracking
the Buyers' Strike



Order photographs by wire—through your local photographer who is a member of this Association! This valuable service is explained in "The 4000-Mile Lens." For your copy, address Photographers' Association of America, 2258 Euclid Avenue, Cleveland, Ohio—also ask for "How to Use Photographs in Your Business." Both are free!



"This is an actual photograph." Those five words under an illustration inspire more confidence than five volumes of adjectives. Use this phrase in all your advertising—it pays!

"ATTENTION!"
 commands
 the Photograph

"Eyes front!" Indifferent readers halt, study and absorb your message when it is presented photographically. For people have faith in the evidence of the camera. "As real as a photograph" is an advertising axiom that is paying dividends in believability and sales to thousands of firms. Call in a commercial photographer and let photographs command universal attention for *your* sales story!

PHOTOGRAPHS
 tell the Truth

What **STROMBERG-CARLSON** does when **JOHN SMITH** in the Bronx wants a **RADIO SET** **TODAY!**

WITH a tremendous number of outlets, large and small, in the New York market, Stromberg-Carlson requires hair-trigger distribution service—so that a single receiver or a truck load of sets can be delivered to their most remote metropolitan dealer, quickly and safely.

Sets, tubes and speakers can't be thrown about like bean bags. They must be carried tenderly and set down gently.

What does Stromberg-Carlson do when John Smith, in the Bronx, wants a radio set—today? Nothing—nothing at all. But capable, experienced Bush Terminal men do things—and John Smith gets his Stromberg-Carlson set, today.

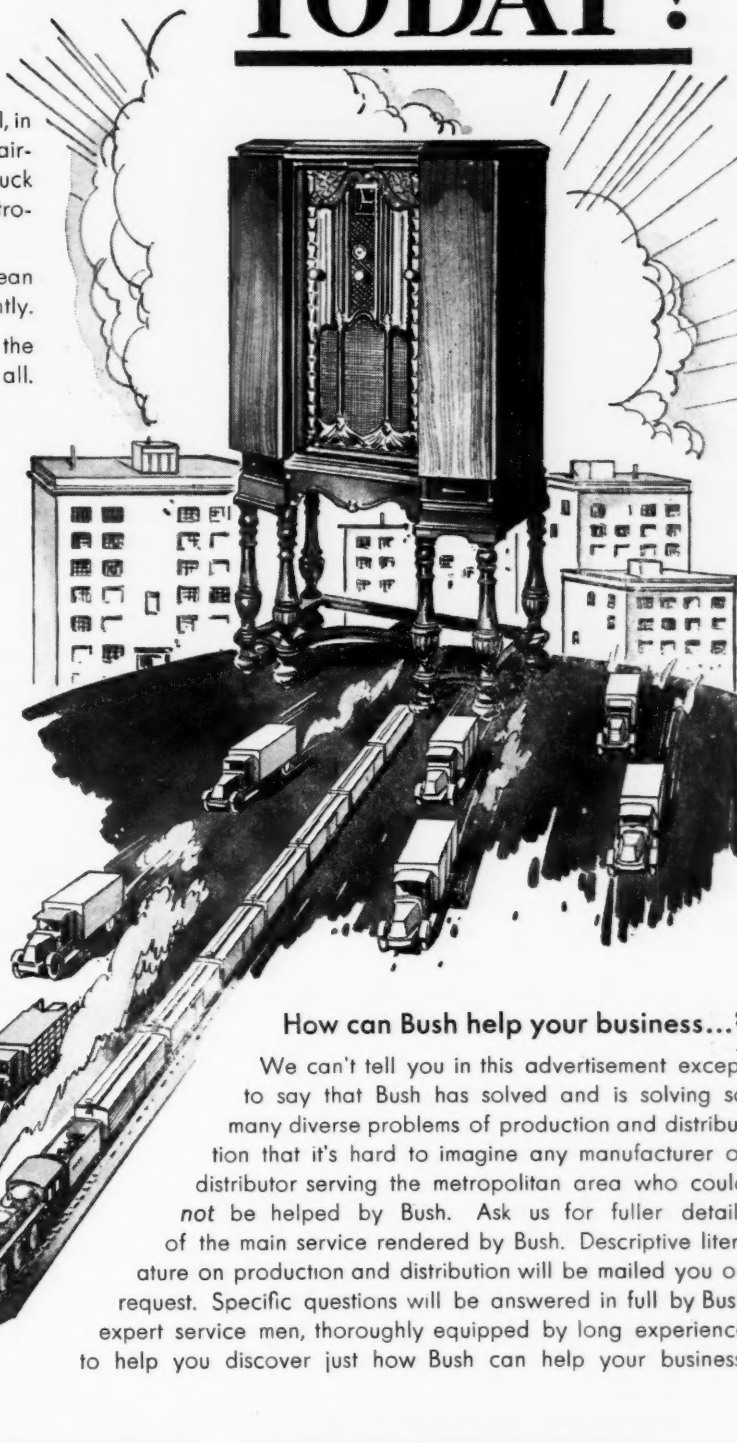
Stromberg-Carlson has found it easier and less expensive to use the Bush Distribution Service than to build and maintain an organization of its own. Bush trucks, men, buildings, organization—these are completely Stromberg-Carlson trucks, men, buildings and organization, as Stromberg-Carlson requires. Orders are filled quickly, carefully, from the ample stock always on call at Bush Terminal. Stromberg-Carlson pays for space, service and facilities only *when, if and as* they are needed.

THIS SAME TYPE OF SERVICE IS BEING UTILIZED SUCCESSFULLY BY OTHER MANUFACTURERS TO DISTRIBUTE MERCHANDISE IN THE METROPOLITAN AREA.

Is 50% of Distribution Costs Worth Saving?

A manufacturer who distributes his product with Bush facilities now pays \$28,405.50 instead of \$61,270, his costs when he maintained his own distribution organization. A saving of \$32,864.50 each year. Rent alone was reduced more than 50% . . . Many costs entirely eliminated.

At Bush Terminal a broad, flexible, varied service provides production economies and distribution efficiency. Seven enormous ocean steamship piers; miles of railway sidings; massive warehouses; 6,000,000 square feet of floor space; cold storage; steam, power and heat in any quantity. Highest standards in receiving, storing and delivering goods and unrivalled facilities for manufacturing or distributing on an "industrial apartment house" basis.



How can Bush help your business...?

We can't tell you in this advertisement except to say that Bush has solved and is solving so many diverse problems of production and distribution that it's hard to imagine any manufacturer or distributor serving the metropolitan area who could not be helped by Bush. Ask us for fuller details of the main service rendered by Bush. Descriptive literature on production and distribution will be mailed you on request. Specific questions will be answered in full by Bush expert service men, thoroughly equipped by long experience to help you discover just how Bush can help your business.

BUSH TERMINAL COMPANY

Metropolitan Facilities for DISTRIBUTION, WAREHOUSING and MANUFACTURING

Executive Offices: 100 Broad St., Dept. G, New York

Piers, Sidings, Warehouses, Truck Depot, and Manufacturing Lofts on New York Bay

Since 1919—

MARKET RESEARCH

PRODUCT RESEARCH
FIELD SURVEYS
MARKET ANALYSIS
STYLE TRENDS

SALES ANALYSIS
SALES TRAINING
SALES QUOTAS
MERCHANDISING

PERCIVAL WHITE
INCORPORATED

MARKETING COUNSELORS

25 WEST 45TH STREET
NEW YORK

Preliminary Consultation
Without Charge

Survey of Surveys

BY WALTER MANN

Industrial Advertising Is Different

Suppose that by presidential proclamation, at ten-thirty next Monday morning, all sales and advertising executives in the United States were called upon to ask themselves the following three questions:

- "(1) What are we trying to accomplish with our advertising appropriation?"
- "(2) Are we accomplishing it?"
- "(3) If not, whose fault is it?"

Such a process of self-examination, thinks Edwin Bird Wilson,* would result in a very healthy increase in advertising effectiveness. In many cases it would result in a new picture of his advertising agency as a source of sales and merchandising ideas based on intelligent research as well as a source of fine layouts and good copy.

Here, says a recent handsomely done brochure entitled "Industrial Marketing Today," "are some of the things a good advertising agency can do for the industrial advertiser:

- (1) "Locate his markets with almost mathematical exactness. Rate them according to potential yield.
- (2) "Determine the buyers and list them according to their actual responsibilities—not by their titles.
- (3) "The marketing plan can be prepared, then continually checked from every angle. Results can be tabulated and discussed periodically.
- (4) "Ideas can be given regarding the design and salability of the product.
- (5) "Outside viewpoints can be obtained that are invaluable.
- (6) "Marketing data can be furnished continuously!
- (7) "Decide on the channels of approach. The distributing organization can be selected and coached. The selling territory can be determined by locations of markets selected. Manufacturer's own personnel can be completely informed—probably coached in campaign work. Publication advertising manufacturer's literature and publicity can be prepared and balanced according to sales importance."

For, as this booklet goes on to say, "Industrial advertising is different! A knowledge of the technique of building an advertisement is not enough. A \$50,000 copywriter is often helpless with B. T. U.'s and trip-hammers."

Different! Harder, straighter from the shoulder, more scientific than its sob sister, consumer advertising, it requires a training and talent exclusively its own.

"Pseudo-scientific statements that may make the masses sway from a pink tooth paste to white or from sweets to cigarettes have no standing with the staid, conservative industrial buyer. Copy which appeals to industrial and business executives is based on strong foundations. It must be logical in argument . . . it should be able to light a candle in the corridor of ideas."

* Head of a noted industrial advertising agency bearing his name.

In industrial advertising, this brochure then goes on to say, the start is different! The appeal is different! Even the method of remuneration is different! And, to judge from the pages which follow, portraying the major and minor executives of Edwin Bird Wilson, Inc.,† in four offices—New York, Chicago, Atlanta and Los Angeles—here, too, is an industrial advertising agency that is different, doing difficult things for industrial advertising, handling sales plans, copy, layout, appropriations in a different, a more effective way!

A mailing piece that industrial advertisers might do well to peruse and consider. Available from any of the four above offices of this agency, or direct from S. O. S., if you prefer to ask incognito.

Thumbnail Reviews

Trading Under the Laws of Peru. (Trade Promotion Series Number 98 of the U. S. Department of Commerce.) A general reference manual containing information of a legal nature pertinent to business problems of frequent occurrence in Peruvian trade. Available from the Superintendent of Documents, Washington, D. C. Twenty-five cents a copy. 136 pages.

Market for Electrical Equipment in the Union of South Africa. (Trade Promotion Series Number 101 of the U. S. Department of Commerce.) Data concerning that market which is in the electrical equipment division of the Bureau of Foreign and Domestic Commerce in Washington, together with the results of a thorough local study of the situation in South Africa. Available from the Superintendent of Documents, Washington, D. C. Fifteen cents a copy. Sixty-nine pages.

The Chemical Industry in Czechoslovakia. (Trade Information Bulletin Number 708 of the U. S. Department of Commerce.) A description of the chemical industry of Czechoslovakia—its equipment, production and foreign trade. Available from the Superintendent of Documents, Washington, D. C. Ten cents a copy. Thirty-three pages.

The Czechoslovak Iron and Steel Industry. (Trade Information Bulletin Number 713 of the U. S. Department of Commerce.) A description of the iron and steel industry of Czechoslovakia—its equipment, production, and foreign trade. Available from the Superintendent of Documents, Washington, D. C. Ten cents a copy. Twenty pages.

Petroleum Refineries in Foreign Countries, 1930. (Trade Information Bulletin Number 723 of the U. S. Department of Commerce.) A revision of Trade Information Bulletin Number 623, issued in 1929, with the addition of information concerning the location and capacity of the

(Continued on page 196)

† Strong believers in basic preliminary research on both new and old accounts.

Sales Management

Publication Office:
420 Lexington Ave.
New York. Phone
Lexington 1760



SALES executives are urged to refer to the announcement on page 162 of a forthcoming series of articles on the small town market. These articles, based on a survey just completed, embody a large number of facts that may prove of special interest in connection with the setting of 1931 quotas.

COMING soon: several articles on free deals.

NEXT week: an exposure of some of the advertising rackets being worked in the grocery field.

THE first detailed report on Studebaker's results from their current "free-wheeling" campaign are presented in an article on page 171 of this issue.

N. J. DESANDERS, president, The Maytag Southwestern Company, makes his debut as a SALES MANAGEMENT contributor, with an article entitled "Hire 'Em Green and Train 'Em Yourself." In this article, scheduled for an early issue, Mr. DeSanders discusses three vital factors which, according to his experience, contribute to the building up of productive man power on the sales force.

JOHN ALLEN MURPHY gives readers this week an analysis of some plans and ideas that aggressive concerns have developed to meet the special problems of the present market. The facts presented show that business is there—if someone will only go after it in the right way. Page 168.

CONTENTS

Advertising

Studebaker Stakes \$1,000,000 on Free Wheeling—and Wins..... 171

By Lawrence M. Hughes

General

Significant News 167

What Dallas Is Doing to Hasten Business Recovery..... 180

By Julian Capers, Jr.

Packaging

Packaged Coal Meets Small-Order Problem for Fuel Firm..... 174

By Jack J. Drew, sales manager, McAlester-Edwards Coal Company, Pittsburg, Oklahoma

Sales Policies

Ideas that Are Cracking the Buyers' Strike 168

By John Allen Murphy

Salesmanship

Some Space Solicitations that Rang the Bell..... 172

By Julian Gran, treasurer, Rickard & Company, Inc., New York City

Departments and Services

Survey of Surveys 158

Tips 164

Latest News in Sales and Advertising, Beginning on 181

Editorials 192

RAYMOND BILL, *President*; PHILIP SALISBURY, *Vice-President and Director of Advertising*; J. F. WEINTZ, C. E. LOVEJOY, *Vice-Presidents*; M. V. REED, *Eastern Advertising Manager*; FREDERICK FRANKLIN, *Promotion Manager*; R. E. SMALLWOOD, *Circulation Manager*; G. D. YOUNG, *London Manager, Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.*



*Starting in next week's issue
—a series of articles by
WALTER MANN*

“Tracing Your Wholesale Trade”



In the November 8 issue we will start a series of articles, based on a study just completed by Walter Mann & Staff and sponsored by Household Magazine, on the much discussed question of the value of the small town retail outlets as markets for grocery, drug, hardware and dry goods products.

This study—which is the result of several months of personal interviews with major jobbing executives in the four above mentioned lines—gives very valuable data and interesting reactions on:

- (1) The volume and percentage of business done by each group in small towns.
- (2) The small town retailer as a merchant.
- (3) The brand preferences of small town retailers as expressed in actual sales.

Don't miss the opening article which will include figures on the first two above mentioned phases of the report. In *next week's* issue!

It Has Been Proven Many Times That a Good Big Man is Better Than a Good Little Man

---and so it is with newspaper circulations. Oftimes weaker newspapers are prone to alibi their comparative lack of circulation by saying, "Ours is a 'Quality' Circulation." They would infer that a lack of quantity means improvement in quality.

Not many advertisers are fooled by this myth any more. Most of them know that if a newspaper's circulation is clean and "cash-paid," and distributed in a well-to-do area—that the more they can get of it, the better.

---and most advertisers in Los Angeles, both Local and National, know that there is one "Big" daily newspaper here, with a circulation thousands greater than any other Los Angeles daily (morning or evening), and every bit of it "clean" and sold for cash.

It follows, of course, that this newspaper consistently leads all Los Angeles daily papers in Volume of Advertising by a huge margin.

---The Newspaper referred to is The—

LOS ANGELES EVENING HERALD

Represented in

New York
by
HERBERT W. MOLONEY
342 Madison Ave.

Chicago
by
JOHN H. LEDERER
326 Madison

Detroit
by
RAY MILLER
General Motors Bldg.

San Francisco
by
A. J. NORRIS HILL
Hearst Bldg.



As NEWARK GROWS so GROWS the

Newark Evening News

NEWARK, NEW JERSEY, is growing more rapidly than any other city along the Eastern seaboard. And, while the city itself is taking mighty forward strides industrially and commercially, her wealthy tributary communities in Northern New Jersey gain commensurately in population.

Here is a territory for the National Advertiser to cultivate intensively through the medium of its great Home Newspaper, the *Newark Evening News*.

It keeps step with the forward progress of its field, growing in influence and Circulation—not by offering prizes, premiums or other catch-penny inducements, but by MERIT alone.

Daily Circulation

157,202

(P. O. Statement October 1, 1930)

90% Home Delivered

FIRST

among the nation's six-day newspapers in volume of NATIONAL ADVERTISING.

Newark Evening News

EUGENE W. FARRELL
Business and Advertising Manager
215-221 Market Street, Newark, N. J.

O'MARA & ORMSBEE, INC.
General Representatives
New York Chicago Detroit San Francisco
Los Angeles

Tips

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Markets and Media

Boston Newspaper Readers Survey. Subscribers interested in the Boston market may obtain this sixty-six-page study compiled by the American Association of Advertising Agencies, co-operatively financed by that organization and five Boston newspapers. Readers are classified by occupational incomes and rental expenditures; overlapping circulations and unduplicated circulations are analyzed together with special studies based upon the research results.

Marketing Survey of Twenty-nine Typical Small Towns. One of the few sources we know of for an authentic picture of the modern really small town (under 2,500 population; outside of metropolitan influence) as a sales market. *Grit* selected twenty-nine towns in Pennsylvania, New York, West Virginia, Virginia and Maryland, and directed to grocers, druggists and garage owners questionnaires which were designed to reveal the sales popularity of brands handled by these stores, as well as the status of brand competition and distribution. The summary of another questionnaire sent to *Grit* readers gives the magazines and newspapers (besides *Grit*) which are read in those homes; also makes of radios, vacuum sweepers, electric washers and automobiles owned by *Grit* readers.

Direct Mail

Direct Mail and the Multigraph. This booklet was gotten out by the American Multigraph Company, whose aim is to show how the multigraph may be employed to achieve greater volume in sales (through reaching a greater volume of prospects) at lower cost. But the booklet is not limited to the use of multigraph, in fact the process is mentioned only in passing, but is seriously devoted to promoting the effectiveness of direct mail as a workaday tool in selling. For the purpose of clarifying and simplifying the whole matter of direct mail in the mind of the seller of goods, they sug-

gest that the following questions will aid you in establishing a broad view of your own problem. They also provide the answers.

1. What do I have to sell?
2. How many distinct classes or groups of persons have use or need for what I sell?
3. How should I talk to each group?
4. How can I do this at reasonable expense?

The booklet shows how direct mail, correctly applied, will "raise the general level of sales efficiency and in many ways add a percent or a fraction of a percent to net profit."

Proof of Direct Results from Planned Direct Mail Advertising. Here's another good booklet on direct mail, issued by Dickie-Raymond. As the title indicates, it presents a series of sales stories outlining specific problems as confronted by such organizations as Ediphone, Walk-Over, United Business Service, Colonial Airways, etc., and how they employed direct mail to solve them. There is a description of the manner in which the modern direct mail specialist approaches the entire operation of direct mail for each client, from preparing and maintaining mailing lists, through the process of planning, laying out and writing copy, making the campaign fit into the rest of the advertising picture of the client, etc., down to the final mailing.

Industrial Invention

Placing Capital in Invention and Placing Invention in Industry. The plight of the impecunious inventor whose brainchild is destined to oblivion for want of capital is a familiar one. And no less audible are the cries of industry for devices which will save time, labor and money. So when Campbell Pieterston place themselves at the disposal of both groups as an intermediary and organizing agent, and describe their methods of capitalization and operation, the result is a very interesting little booklet.

Significant News

• • • "The time for pessimism was eighteen months ago," says John J. Raskob. "Optimism should now be the order of the day."

• • • Supporting this view for the automobile industry in which he is still an active figure, Mr. Raskob says: "Notwithstanding the decline in sales and profit, the industry has never been in stronger financial position than at the present time. The recent setback is not a cause for lack of confidence in the initiative and ability of American industry. It has already stimulated thought concerning steps necessary to avoid its recurrence, and these will eventually bring about more stable prosperity for the American people as a whole."

• • • Stabilization of prices and abundance of capital for productive purposes are noted as outstanding features in the October report of the National Business Survey Conference.

• • • The movement to aid the unemployed which was put under way by President Hoover and is headed by Colonel Arthur Woods of New York, who had charge of a similar undertaking in 1921, is generally commended by business leaders as likely to be productive of substantial benefits. Many new projects providing work for idle labor are being tabulated daily. Proposals from Europe for a world conference on the subject, to be called on the initiative of Mr. Hoover, are well received in this country.

• • • Cold weather has stimulated wholesale business, especially in wearing apparel.

• • • Average commodity prices were the same last week as the week before, according to the Irving Fisher index number which stands at 82.7.

• • • The study of comparative prices in chain and independent stores which is being prosecuted by the Federal Trade Commission is now being carried on in Memphis. This is the fourth city to be chosen for the purpose, the three others being Washington, Cincinnati and Des Moines. The inquiry will be extended to other cities before the work is completed early in 1931.

• • • Montgomery Ward, which passed the dividend on its common stock this quarter, lost \$2,845,000 in the nine months ended September 30, but, according to President Everitt, will make it all up in the last quarter of the year. Sears Roebuck, on the other hand, earned more than its dividend of \$8,500,000 in the first three quarters of the year.

• • • A sidewise trend in business through the winter is foreseen by the National Association of Purchasing Agents in an October survey. No great gain was noted in that month over September and none is expected in November.

• • • A "Fashion Adaptation Committee" is projected by the National Dry Goods Association designed to save waste in experiments by following and making the most of trends. All thought of guiding fashion is renounced. The sole purpose is to keep track of popular

style predilection at its inception and during its prevalence. The committee will attempt to adapt fashions predictions to the needs of consumers.

• • • The group warehouse plan of the Associated Grocery Manufacturers has been tried out for a month by the first unit which was established in Philadelphia and has been found so successful that more warehouses of the same sort will be opened in other cities soon after the first of the year.

• • • W. T. Grant opened sixteen new stores last week, making a total of 340 now in the chain. Units added this fiscal year number sixty-one.

• • • Industrial company earnings for the September quarter amounting to \$106,150,000 were reported by 113 concerns up to the end of last week. This was 36.6 per cent less than their earnings in the corresponding quarter of 1929. As usual, the food companies made exceptionally strong statements.

• • • United States Steel reported net earnings in the September quarter of \$37,959,299, compared with \$47,061,304 in the preceding quarter and \$72,009,666 in the September quarter of 1929.

• • • Studebaker reported earnings for the September quarter which were not much more than a fifth of those reported for the corresponding quarter in 1929.

• • • A central research agency for New England industries, to be established in one of the technical colleges of that section, is now under consideration by a group of bankers and business executives. The plan grew out of an extended visit to the country's most famous laboratories conducted by the National Research Council.

• • • Branch stores are good for smart specialty shops but of doubtful value to ordinary department stores, according to a report just issued by the merchandising managers' division of the National Retail Dry Goods Association. Branches of department stores which depend on the completeness of their stocks for prestige tend to compete with the parent house, the report explains, and must lack its leading characteristic—full lines.

• • • Raw goods accounted for half our imports last year, according to an analysis just made by the New York Trust Company. The extent of our dependence on foreign sources is surprising.

• • • Lorillard has introduced a new cigarette under the name Tally-Ho, to be retailed at the price of twenty cents for a package of twenty.

• • • The present Model A Ford car is to remain indefinitely, according to Edsel Ford, president of the company. That's what used to be said of Model T, so we must not be too sure, however confident present official opinion may be. Mr. Ford's statement amounts to a declaration that the existing popular taste in cars is fixed. But who knows?

The Knox Hat Company evidently has not been reading the Wall Street news lately. They recently devoted their radio program to advertising silk toppers and opera hats.

...BY JOHN ALLEN MURPHY



*Photo by
Pacific & Atlantic*

Ideas That Are Cracking the Buyers' Strike

These concerns are proving that it is easier to progress when the going is hard than when good times lull one into inactivity. The plans detailed here touch many different fields.

CAL COOLIDGE is responsible for the statement that if everyone would spend \$20 a month more than he has been spending in the last year the business depression would automatically disappear and good times would be speedily restored.

That is a simple solution, and a common-sense one, too. There is no question that if every person would increase his expenditure ever so slightly that business would be amazingly stimulated.

Neither is there much doubt as to the ability of people, on the average, to increase purchases at least to a small degree. There are normally 47,000,000 wage-earners in this country. Even the wildest estimates do not place more than 10 per cent of these as unemployed. Let us concede that another 10 per cent may be working on part time or at considerably reduced wages. That leaves, as a very minimum, 37,600,000 workers who are going about their affairs much as usual. They still have their jobs. They have pretty much the same income. Their purchasing power has not diminished. In fact it has increased, because of the lower price level.

That means, then, that the average

person could afford to follow out Coolidge's suggestion. But he is not doing it. When business is off, people put too large a percentage of their earnings in the old sock.

To get them to release their grip on the sock requires more than ordinary merchandising. Regular goods at regular prices won't do it. Even reduced prices won't have much effect. To get into the sock, the seller must put some unusual twist into his proposition. He must do something that will stir the imagination of the buying public or offer something so alluring that the opportunity to buy it cannot be resisted. Above all, he must stop adapting his merchandising appeal to the 9,400,000 who are unemployed or are on short shift and begin catering to the 37,600,000 who are still "toting" home the usual pay envelope. To do this, he must have goods to sell and not starve his inventory. Only through such methods can the buyers' strike be cracked.

That the strike is soon to be lifted I am confident, because it seems that numerous famous advertisers are beginning to put these necessary imagination-stimulating twists into their selling. For example, there is the clock industry. This staid old business is witnessing the greatest boom in its history. During a year when many industries have been content to drift with the tide, the clock manufacturers have launched an extraordinarily aggressive selling campaign. There are probably more clock advertisers today

than ever before. And they are using larger space, selling hard and merchandising like veterans.

The business needed a new idea to pull it out of the lethargy into which it had fallen. The nation was underclocked. Lowell Thomas, the *Literary Digest's* radio voice, says there is one county in Colorado that has ten times as many radios as clocks or watches.

The industry has recognized for some time that there are not enough clock watchers in this country. For two or three years back, several of the older clock companies have been staging a fine merchandising come-back. They have been doing many things, such as styling their goods according to the modern manner. But perhaps the most effective plan they introduced was to encourage department stores and other retail establishments who never took clocks seriously to put in complete clock departments.

A still more spectacular idea was shot into the industry this year—the electric clock. Of course, the electric clock existed before 1930, but not until recent months did the situation become strongly competitive. There is now a veritable battalion of advertisers in it, including such names as the General Electric Company, the Telechron Company, Manning-Bowman, Westinghouse-New Haven, Hammond Clock Company, Hamilton-Sangamo Corporation, etc. Even clock companies that are not making electric timepieces, such as Westclox, are not taking a back seat.

It is perhaps unfortunate that such full-line houses as General Electric have entered the lists with the specialty manufacturers in this field, but this always happens when a new industry is born. In the long run this condition generally adjusts itself. The more efficient specialty concerns are well able to more than hold their own with their long-line competitors.

Henry Disston & Son, Inc., is having a remarkable year on its plasterers' trowels, despite the fact that the building trades have been operating far below normal. Undoubtedly the company's trowels are good, but the reason for the record-breaking sales of the product in an off year is that dealers have been willing to push them aggressively.

Disston has won this interest of the trade by recognizing the retailers' point of view. Right now, merchants are anxious to hold down their stocks to a minimum, and at the same time have the stock ample enough to prevent the loss of any sales. Appreciating this, Disston is manufacturing its trowels in only five styles and twenty-one sizes, instead of ninety-one sizes, as formerly. This enables dealers to operate on a smaller inventory and to turn their stock much faster.

It is a difficult matter to get the retail trade to stock up these days, particularly full lines. Retailers reason that they can get along with the best sellers. To overcome this problem, E. R. Squibb & Sons are offering some of their outstanding dealers a

Among the companies whose "depression" policies are discussed here are:

Henry Disston & Son, Inc., Philadelphia
 E. R. Squibb & Sons, New York
 Gillette Safety Razor Company, Boston
 Fred Gretsch Manufacturing Company, Brooklyn
 Kaufmann Brothers & Bondy, Inc., New York
 Sprague, Warner & Company, Chicago
 Martin-Senour Company, Chicago
 Johnson & Johnson, New Brunswick, New Jersey
 Spool Cotton Company, New York
 Knox Hat Company, New York
 Owens-Illinois Glass Company, Toledo, Ohio
 Imperial Furniture Company, Grand Rapids, Mich.
 Johns-Manville Company, New York



Photo by Ewing Galloway

Johns-Manville's whole organization is out ringing doorbells to dig up roofing prospects.

\$250 assortment of the Squibb line, the bill to have a January dating. A number of dealers are taking advantage of the proposition and are finding that several items which they did not previously handle are ready sellers. Thus this stunt is building for Squibb a larger number of full-line dealers.

The Gillette Safety Razor Company has a similar problem. Their trouble is to get dealers to put in their high-price sets, selling up to, say, \$5. Retailers feel that they cannot sell these sets. With safety razors being sold at ten-cent-store prices and being given away as premiums, the merchant argues that it would be a waste of time to try to interest his customers in a \$5 razor.

The Gillette folks have been stumbling against this argument for some time. Failing to meet it with counter arguments, they are now saying to the retailer, "All right, let the goods talk for themselves. We'll send you a \$125 assortment of our razors, containing a couple of each model. Take an inventory of the lot the first of each month and send us a check for what you have sold."

Proving Quality Will Sell

I interviewed a druggist who accepted this offer. He was delighted to discover that he had sold \$35 worth of these higher-priced razors the first month they were on display. This represented absolutely new volume to him on a class of merchandise he had never before attempted to handle. The Gillette people wisely foresaw that if dealers would display these razors, they would be certain to sell. They learned this lesson from their wide experience in marketing all over the world. But it took a practical demonstration to get the idea over to the too-cautious retailer.

The Fred Gretsch Manufacturing Company is up against much the same sort of difficulty. This concern makes musical instruments and strings for these instruments. The strings are carried in drug stores, stationery stores and in other places that do not handle musical instruments. The trouble lies in getting dealers to appreciate that there is a demand for strings.

Anyway, Gretsch has worked up an unusually clever selling story. The company shows the merchant a picture of a seven-piece orchestra playing. The caption exclaims, "This small orchestra is wearing out thirty-nine strings. There are several such orchestras in every community. They are twanging away every night for several hours, breaking strings by the wholesale. Strings are easy to sell too. You need know nothing about

music to sell them. Each string comes in an individual damp-proof glassine envelope plainly marked with name, number and retail selling price. You cannot make a mistake!" That argument is loosening the purse-strings of the afraid-to-buy dealer.

Thousands of retailers have grown lukewarm to cigarettes because of the cutthroat competition that has developed in the business. Kaufmann Brothers & Bondy, Inc., have stepped into this breach with a sales story for the Tobacco Yello Holder. Dealers are told that every cigarette smoker is a prospect for a holder. There are juicy profits in holders. By featuring them, the merchant can restore his cigarette counter to a profitable basis.

One of the best marketing stories of the year comes out of the fine old wholesale grocery house of Sprague, Warner & Company. The Richelieu branch of this concern is famous. Sprague operates under the plan of selling only to independent grocers and of confining the line to only one dealer in a community. While this is sound merchandising for the present competitive conditions that exist in the grocery business, it gave Sprague too thin a distribution on its line.

So the company conceived the plan of putting out three parallel lines—Richelieu, Ferndell and Batavia. Each line is complete, consisting of 500 foods.

Triple Distribution

Now the company is giving each brand to an exclusive dealer. Richelieu is going to one, Ferndell to a second and Batavia to a third. Under this arrangement Sprague, Warner & Company can have three dealers in a community, without having brand competition among them. The concern's distribution can be multiplied by three. National advertising can be undertaken and is being undertaken with reasonable assurances of success.

Another food organization that has been doing intelligent marketing this year is the Gerber Products Division of the Fremont Canning Company. This producer of strained vegetables has been taking a leaf out of the experience of the evaporated milk canners and the manufacturers of baby foods in general. All of these concerns have found it best to seek distribution in both grocery stores and drug stores. Gerber is doing this. Also it is advertising to both physicians and mothers, telling them about its foods and where they can be bought.

This campaign is taking hold of the trade in a gratifying manner, especially since the first of the year. The

reason for this is that retailers, faced with declining volume, will usually respond if a new source of revenue is brought forcefully to their attention.

The value of the open display method of showing goods is now quite generally accepted in most staple lines of business. If it is a good idea in normal times, it is indispensable when the public is timid about buying, and such has been the case for several months. Notwithstanding the fact that it has been proved thousands of times that merchandise sells faster from open displays, still the majority of retailers have not installed fixtures of this sort.

To be sure that at least their own goods will be shown in open displays, several manufacturers have made arrangements to supply their customers with open-faced fixtures. Among these are the Martin-Senour Company. The table which this well-known paint concern is supplying has eight distinct features. It gives the merchant a self-contained paint department—one that keeps the stock right out where customers are sure to bump into it.

Testing Open Displays

Johnson & Johnson is also offering an open-top display table to its dealers. The company has authorized its salesmen to sell a standard Duluth show case to the trade at a saving of \$15.50. To prove that open displays actually do increase sales, Johnson & Johnson held tests on its line in three New Jersey stores, one in Trenton, one in Jersey City and the other in Union Hill. In the first store the new method of display increased sales 137 per cent. In the second the increase was 95 per cent and in the third an increase of 79 per cent was registered. Increases on certain items of as high as 300 per cent were recorded in the tests.

The Faultless Rubber Company has originated a special open display rack for its line, which it is offering to the trade on a deal. By the way, the deal, if it ever showed any signs of giving up the ghost, has certainly come back into vigorous health. Scores of manufacturers who never favored the deal as a method of marketing are now using it as a means of getting adequate representation in the stores of faint-hearted dealers.

In making the rounds of the jewelry stores I was told repeatedly that the marvelous headway that the Bulova Watch Company is making is due to its recognition of the peculiar conditions under which the jewelry trade is working at present. Instalment

(Continued on page 194)

Studebaker Stakes \$1,000,000 on Free Wheeling—and Wins!

BY LAWRENCE M. HUGHES

SUCCESSFUL advertising, like a good speech or a good story, has two requisites: something to say and the ability to say it.

As a result of both these qualifications, Studebaker has, in the last four months, risen from tenth to fifth place in automotive sales. The rise has been one of the most rapid in the history of the industry and is especially notable at this time.

On July 10, in 1,300 newspapers—supplemented by magazines, posters, business papers, direct mail, radio, dealer and salesman educational material and other media—Studebaker Corporation of America announced free wheeling. In this process, the corporation had more than a gadget, more than an eye-catcher. As a result of exhaustive tests, it had been able to prove that free wheeling not only saves 12 to 20 per cent in gasoline and oil consumption, but reduces wear on various chassis parts, eliminates considerable strain on tires and engine, and permits the driver to shift from high to second, back and forth, at forty to fifty miles an hour without touching the clutch. The result is smooth and silent changing of gears, with the car in full control and consequently greater driving ease and safety.

Studebaker realized, however, that mechanical improvements are useless in promoting sales unless the public is fully informed of them. In a year such as this, when the public is buying with caution, the corporation felt that the advertising and sales campaign should be especially intensive and convincing.

The corporation placed behind free wheeling, therefore, a million-dollar advertising appropriation. Studebaker's increasing sales momentum since July 10 has been directly a result of this product and this campaign.

"For some time the automobile industry has felt a decline in showroom traffic," M. F. Rigby, advertising manager, explained to SALES MANAGEMENT. "Whereas five or ten years ago, an announcement of a new model would bring throngs of interested spectators and potential buyers into the showrooms, in the past two or three years, there has been a very radical reduction in the immediate re-

sponse of new model announcements. They have undoubtedly had value in paving the way for salesmen but not in magnetizing immediate attention by way of a showroom visit.

"Our announcement of free wheeling, however, proved that an announcement of a new model would still attract the public into the showroom provided the announcement dealt with something radically different, something which intrigued the interest of the public. When it is considered that 'free

World Champion
PRESIDENT EIGHT
New 122 Horsepower
1930 and 1931 Models
1930 to 1931 Models

World Famous
COMMANDER EIGHT
New 101 Horsepower
1930 and 1931 Models
1930 to 1931 Models

free wheeling is here!

Shift from high to second at forty—fifty miles per hour and never touch the clutch!

Saves 12 to 20 per cent on all engine and drive shafts—Reduces wear, saves strain on engine and transmission.

You don't have to touch the clutch except to start or back up.

Your car momentum never forces your engine—no immediate "jelling up" when you decelerate—You literally glide along.

Your car is correspondingly quiet in every speed—amazingly silent when you're free wheeling.

You are safer because you have absolute control of your car—You can shift at any speed—There is no hazard of stalling!

THE STUDEBAKER CORPORATION OF AMERICA
South Bend, Indiana

Studebaker discovers momentum just when America is seeking to recover it!

AMERICA IS ON THE MARCH!
And once again Studebaker is the Standard-Bearer of Studebaker News.

In the 75 years of Studebaker's existence and expansion America has seen a number of occasions but her momentum, but she has never so far as to recover it.

Shows the progress of progress, Studebaker has frequently been the prophet of prosperity.

Its expansion program and coordination in transportation have coincided with national needs and given impetus to economic recovery.

And under, First Wheelers, with Pioneer (Five Cords), made both the symbol of America's increasing materiality.

Manufactured exclusively under Studebaker patents, not available elsewhere and only in the superb New Series President and Commander Eight—First Wheelers is a thing we want in the economic life.

It is an economic program as well as a radical solution to America's... offering a new era in transportation, vehicles with a new era in business... offering better forces for the strength of power.

Studebaker engineers have striven for the worldwide search for the secret that gives to man's life and a new substance of power.

For the first time in the history of the internal combustion engine, momentum has been released from subjection to the power that creates it, and set to work in First Wheelers, with Pioneer (Five Cords).

For the first time in a motor car you get the full benefit of momentum automatically... and the added benefit of momentum automatically.

Stations on engine, transmission and axle are minimized. When your car has great tractive ability, past motor has no effect—ask, Kaito, Kaito.

You save 12 to 20 per cent gasoline and oil... and the driver the traffic, the better the setting.

You can shift from high to second and back—back and forth—at 40 to 50 miles an hour and never touch the clutch... it's free, you need not the clutch only to start or back up.

And there's nothing else in this... nothing but will power completely in driving... nothing but will power completely in driving... but there is the thrill of motion that's a new machine from the secret heart of power!

Was it you who First Wheelers? But don't wait to try it! Let a demonstration show you the New Series President or Commander, and you will instantly share the enthusiasm of Highway Commissioners and State Highway Directors throughout the country for the special discovery of First Wheelers.

Start waiting your money on Pioneer! Start seeing it with **MOBILITY!**

THE STUDEBAKER CORPORATION OF AMERICA
SOUTH BEND INDIANA

DEALERS' NAMES

STUDEBAKER EIGHTS

Free wheeling was announced in 1,300 newspapers, following six teaser ads, and drew 2,000,000 people to Studebaker showrooms in ten days.

wheeling' itself is new to American motorists and that the method embodies many definite advantages, it is not surprising that nearly two million people visited Studebaker showrooms within ten days after our announcement."

The initial newspaper announcement, following six teaser advertisements, appeared in large space—often

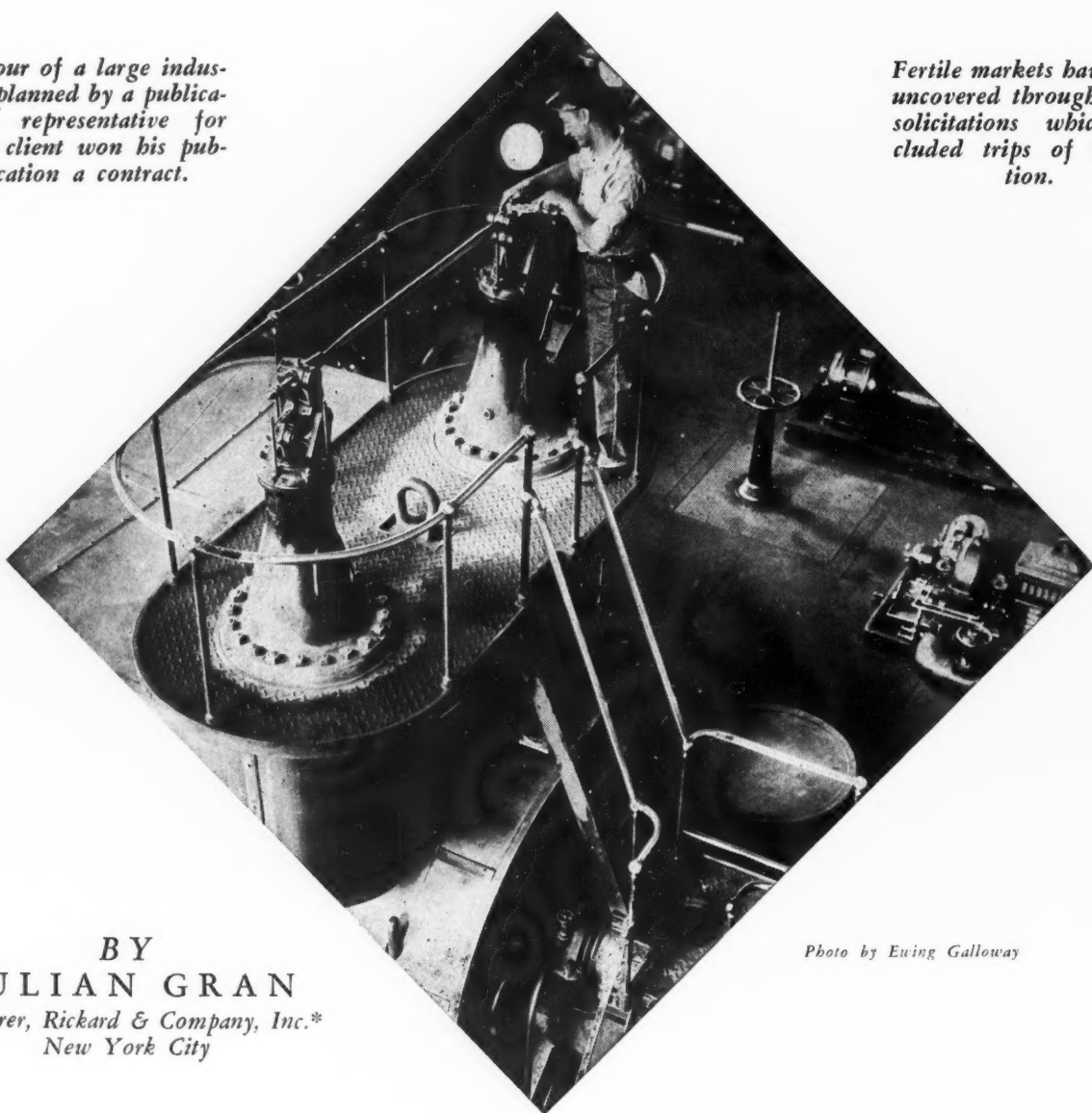
double trucks and full pages—in 1,300 newspapers. "Within three days after our announcement there began flowing into us comments and voluntary testimonials and relations of experiences of dealers, which supplied us with a great deal of valuable material for our advertising program. This program we are continuing consistently, taking advantage of much of this material. It is not our policy to prepare our advertising far in advance because we aim to keep it timely and to have it tuned as closely as possible to the conditions of the week or month in which it appears," Mr. Rigby said.

A recent phase of the Studebaker free wheeling promotion program is the production and distribution of a musical sound picture, "Wild Flowers," which has been booked for show-

(Continued on page 193)

A tour of a large industry planned by a publication representative for our client won his publication a contract.

Fertile markets have been uncovered through space solicitations which included trips of inspection.



BY
JULIAN GRAN
Treasurer, Rickard & Company, Inc.
New York City*

Photo by Ewing Galloway

Some Space Solicitations that Rang the Bell

THE Smith Machine Company list was closed. The schedule was a calendar year affair and had been running six months when the representative of a well-known trade publication dropped in to see us. We were interested in his story, because his solicitations on other accounts had always been well prepared and logically presented. It was going

*Rickard & Company purchased, during 1929, 1980 pages of industrial and business paper advertising space in the Associated Business Papers membership alone. In 1928 they bought 2,317 pages. In amount of purchases in this field they rank second highest of all agencies in the country.

to be amusing, however, to see just how he was going to fit the Smith Machine Company's product to the field his publication covered. He dug a binder out of his brief case and quickly ran through his story. He showed how keenly the industry was concerned with low maintenance costs, how scheduled overhaul and complete rebuilding of units were standard practice. He based the first part of the presentation on a thorough survey his publication had made among its readers, and showed several editorial articles contributed by industry men.

His next step was to show how Smith's product could lessen the time

and labor factors of all scheduled repair jobs. Then to clinch his arguments, he presented a half-dozen photographs showing our client's apparatus in use.

At this point the account executive was called in and the presentation was gone over rapidly for his benefit. The account executive explained to the representative that we had considered his field when the schedule was made but that, from a superficial view of the industry, the market did not appear to be large enough to warrant the expense of a schedule in his publication.

This was evidently just the answer that the salesman had expected. He

presented figures as to the number of concerns in the industry, their size, and the number of units operated by the larger ones. He pointed out a couple of incidents where a dozen of our client's products were in use in one plant. He presented a floor plan of a modern plant on which appeared some ten or twelve installations of the type of equipment our client sold.

The gist of the interview was that one of Smith Machine Company's engineers made a tour of inspection with our publication friend and found to his and to our satisfaction that a large immediate market existed.

There was very little difficulty in finding enough money in the advertising budget to buy six pages in this publication. Before the year was out, orders were received for equipment that could be more or less directly traced to this advertising.

The contract was renewed the following year on a full-time basis and the Smith Machine Company bids well to become a permanent fixture in the advertising pages of the magazine. This paper won't have to be sold from year to year because it was sold correctly the first time.

It is a wonder that more publication salesmen do not base their presentations on some such system as the incident just mentioned. We still see our share of representatives who sell their paper by selling the competing papers down, or who drop in from time to time and ask the status of this account or that one. They aren't selling. They fall in the large class of representatives. So many publications are "represented" and so few are sold.

Selling "Second-Strings"

The trade or industrial publication has one big thing to sell—its trade or industry. If the paper has any claim at all to existence it is through its knowledge of and service to the industry of which it is a part.

The question arises, "Well, that's all right for the leading publication, but how about the second-string fellows?" That's just where selling the industry is most needed. It is up to the second paper to justify its existence. And the best way it can do that is to sell the industry even harder than the top-notch.

I have in mind an incident which happened not long ago. One of our clients wrote us a short letter to the effect that he thought paper B, being a second-place sheet, was merely duplicating paper A, causing an unnecessary expense.

We called in the salesman for paper B and told him he had to justify his

paper's place in the field. We knew his paper was a valuable one and that no one paper could give anything like 100 per cent coverage of the industry. But we wanted to see how the paper would handle the affair. There was no knocking and no competitive talk, no comparison of A. B. C. statements. It was a straightforward presentation of the size of the market and the type of reader appealed to by the two papers. There was no "me, too," about it. Paper B stayed on the list and will probably stay there for some time to come.

Second-string papers that cannot

Although this article deals with the sale of advertising space, it is of interest not only to publishers, but to any manufacturer who is selling an "intangible" or a service rather than a commodity product. It shows conclusively that the salesman with one thoroughly constructive idea for serving his prospect can sell rings around the chap who talks only in glowing generalities about "results."

justify themselves on the grounds of the size of the industry, the variance of reading habits within the industry or for some other equally good reason do not particularly interest us.

The proper presentation of a business or industry paper deals with markets and marketing. It pictures the market and shows the means of getting a part of that market.

One of our clients sent an engineer on a tour of the geographical center of a large industry. The representative of one of the important publications in the field planned and conducted the tour. The engineer was shown where his equipment could be used, competitor's equipment was pointed out, introductions to important buyers were arranged and the engineer returned filled with facts and figures and enthusiasm for the market. An advertising scheme was worked out and contracts were issued. The publication which originated the idea received its share of the business and two other papers got some space at the same time.

The industry had been sold to this manufacturer. The purchase of space in the three journals proved he was buying a place in the industry, not just a series of ads in a paper or two.

Another bet that many publication salesmen are cashing in on is the agency research department. What is

more natural for a research man to do than to call on the leading publishers in the field for information about the field? We have found that the one way to get that information is to phone for the salesman. He smells a space-order in the offing and will often move heaven, earth and editors to get what you want.

The research man lists among his most valuable assets a few publication men who have come through with valuable data on previous occasions. When the publication salesman is called in on a research job and performs a real service for the agency

and its client, he is so close to a space-order that he can almost hear it crackle.

We were working on an investigation for a manufacturer of apparatus to be sold through the heating trade. We had surveyed the market and were building up the sales plan. We were concerned with the problem of how our client's salesmen could break into the market "cold." We called in a man from one of the trade journals and put our problem up to him. He, by the way, was once a manufacturer's salesman in this industry. He gave us a little secret that he had often used himself. He suggested that our client's salesman drop in to see the local union delegate when he entered a new town. The delegate could tell which contractors were hiring the majority of the journeymen in that territory at the time. The same contractor who had half the journeymen on his payroll this month might not have 10 per cent of them next month. When a contractor has work in the house he hires labor. This preliminary call on the union delegate acted as an accurate indicator as to who the live contractors were. These live ones were the ones for the client's salesmen to cultivate. It worked. Until the continual barrage of advertising made our client's goods known, the idea we received from the

(Continued on page 190)

Packaged Coal Meets Small-Order Problem for Fuel Firm

BY JACK J. DREW

Sales Manager, McAlester-Edwards Coal Company, Pittsburg, Oklahoma

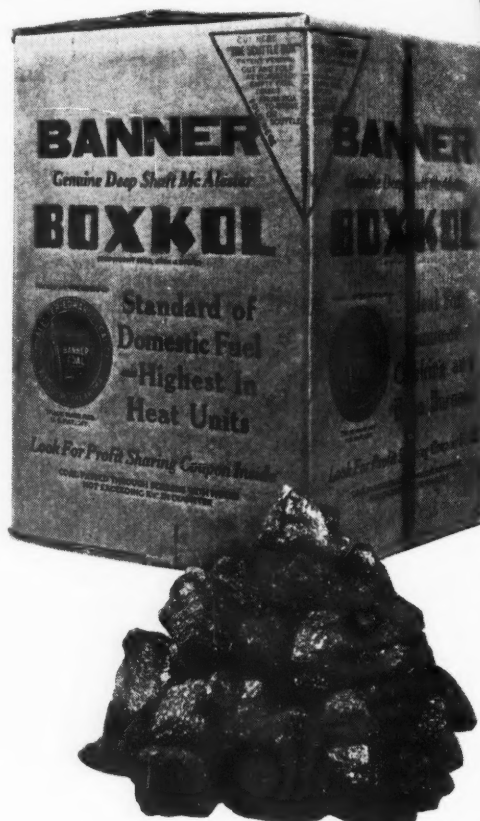
WHEN the McAlester-Edwards Coal Company, of Pittsburg, Oklahoma, began to find numerous comments among its salesmen's reports to the effect that many coal customers in Oklahoma, Kansas and Texas were buying coal in quantities of 100 pounds or less where they had previously bought in ton lots, we introduced coal in packages to meet the needs of these small buyers. The name of the packaged and branded coal is "Boxkol."

When coal in packages was first suggested as a possibility, it met with but one major objection. That was reducing the unit of sale. Surely no coal mining company who had for twenty-five years been selling their product on a basis of a forty-ton car could consider putting their product in a ninety-pound box. But that is exactly what happened.

It was not a question of how we wanted to sell our product, or of how much money we had invested in machinery to produce it in another form, but how did the public want to buy it and what was to the best advantage of our retailers.

Boxkol is simplicity itself. It is merely a quantity of hand-picked and mechanically cleaned nut coal packed in a smaller unit for resale by the retail coal merchant and shipped direct from the mines in package form. At first glance it seems to be merely the combination of a corrugated box and a few shovels of coal. But behind that simple idea is a well-balanced merchandising and selling plan, three years of experimentation and research, the combined knowledge of mining engineers and traffic experts, and innumerable experiments testing corrugated board and its relation to coal.

At the time the Boxkol idea was in a formative stage, the originating company had the good fortune to have a former container salesman on its staff. He was called into head-



quarters and consulted on possible dimensions, weights and capacities of various types of containers. With his aid a number of samples were procured and all types of containers were given rugged tests to find the exact type of box best suited for car-load shipments of a given-sized coal. After these tests were made and the data assembled Boxkol was born.

The next step was to convince officials of the company that the coal could be so efficiently loaded at the mines that the usual loss of coal, caused by repeated handlings, could be saved, and this saving passed on to the retailer to absorb the cost of the box and boxing so that the product could compete with small quantities sold in sacks.

In order to test the salability of the new product, salesmen were given



Jack J. Drew

This package turned red figures to black on small orders that had heretofore been largely "nuisance" business for dealers.

dummy boxes and told to "try it on the dogs." Over fifty orders were obtained in less than two months, at a price purposely set much higher than the ton price. Some few retailers asked the price a ton, but were at once acquiescent when it was made clear that they would buy Boxkol by the box and sell it the same way, and do so at a profit.

In this product many retailers saw new opportunity. They had many customers they could not afford to sell in small quantities, and could not afford to offend. They saw an opportunity to handle many small deliveries and sales profitably without affecting their present ton business. They saw an opportunity to handle these small quantity sales with a clean and convenient package, labeled and weighed so that there could be no dispute as to either quantity or quality.

For the coal producer, Boxkol makes the cart pull the horse. It permits the producer to make a leader out of his small coal that has formerly been hard to move. It answers the age-old problem of trade-marking coal to avoid substitution and gives quality an opportunity to assert itself.

2 "GENERAL BUILDING CONTRACTOR"—the new monthly magazine, the only one published exclusively in the interests of general building contractors who work from architects' and engineers' plans.

These service additions reinforce and round out the Dodge Group of Publications and Services, which provide manufacturers with the most efficient means of concentrating their advertising and sales efforts on their active primary building market prospects every day in the year—with dominating coverage of each—with precision—without waste—with greatest possible economy.

The completeness and efficiency of the Dodge Group arise from the fact that they have grown out of 40 years of daily personal contact with buying factors in the building field. Personal knowledge of the active buying factors tells us where to sell magazine subscriptions, make catalogue distributions, and direct manufacturers' selling efforts (by mail and sales calls) to the right prospects at the right time.

The new DODGE MARKETING TEST demonstrates the way the Dodge Group has built—by perfecting and synchronizing its various parts—an efficient machine for selling building products to the primary building market. More important, however, than this is the opportunity for the building-product manufacturer to use the DODGE MARKETING TEST for a precision check of his own sales plan—an opportunity to use the results of our experience for gearing and timing his own sales machinery to meet, by the most economical means, the exigencies of building market selling in 1931.

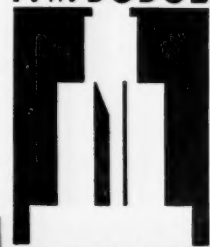
**If you sell
in the
building field**

**ASK
DODGE**

for market information and the complete details of the Dodge Marketing Test. Address requests to F. W. Dodge Corporation, 119 West 40th Street, New York, N. Y.

<p>Second Buying Factor</p> <p>GENERAL BUILDING CONTRACTORS</p> <p>and important subcontractors</p>	<p>Third Buying Factor</p> <p>OWNERS</p>
<p>Display advertising in GENERAL BUILDING CONTRACTOR utilizes the only existing medium edited exclusively for the 7000 contractors who work from architects' and engineers' plans, carrying your sales message to them when they are actively interested in construction problems and building products.</p> <p>CODED DODGE REPORTS offer a system of direct advertising TIMED to reach general building contractors and important subcontractors at definite stages of selecting and buying for particular projects.</p>	<p>The problem of advertising without waste to owners hinges on selecting prospects who are definitely in the market at a given time; most owners are in the market ONCE, some OCCASIONALLY, a few FREQUENTLY.</p> <p>CODED DODGE REPORTS offer a system of direct advertising TIMED to reach only those owners who are definitely in the market and to reach them at proper stages of the job.</p>
<p>Filing complete catalogues in Sweet's Architectural Catalogues gets them used in the offices of leading general building contractors at the TIMES when building products are being selected; filing such catalogues in Sweet's Engineering Catalogues gets them used by concerns specializing in industrial plant construction. Complete catalogues for use by subcontractors are supplied by Sweet's Catalogue Service in the form of individually-bound reprints or preprints.</p>	<p>Prospective owners on all types of buildings who are active buying factors ONCE or OCCASIONALLY are covered through the use of individually-bound preprints or reprints of manufacturers' catalogues printed by Sweet's Catalogue Service and delivered to them with the aid of Coded Dodge Reports.</p> <p>Owners who build frequently and may be active buying influences AT ANY TIME are covered by manufacturers' catalogues filed in Sweet's Architectural Catalogues. Owners whose buying of building products and equipment for industrial plants is a regular practice are covered by catalogues filed in Sweet's Engineering Catalogues.</p>
<p>The wasted effort of random calls on general building contractors and subcontractors is eliminated by using Dodge Reports to TIME salesmen's calls to coincide with definite stages of preparation of buying schedules.</p>	<p>Owners—including those in the market ONCE, OCCASIONALLY or FREQUENTLY—can be systematically reached by salesmen at the exact TIME they are in the market by following Dodge Reports.</p>

F. W. DODGE



CORPORATION

BUILDING SALES in the BUILDING FIELD

What Dallas Is Doing to Hasten Business Recovery

BY JULIAN CAPERS, JR.

THE use of intelligently applied advertising as a factor which bids fair to become increasingly important in the control of business depression in certain localities is indicated by the experience of several communities during the present period of depression.

A typical experience is that of Dallas, Texas, where Industrial Dallas, Inc., a subsidiary of the Dallas Chamber of Commerce, has for the past two and a half years been conducting a national community advertising campaign, with a total planned expenditure of about \$500,000, over a three-year period.

The Industrial Dallas campaign, launched May, 1928, when business conditions were normal, enjoyed extraordinary success during the first twelve months of operation, with numerous new business enterprises established, and new branches of national concerns moved into, or opened up in, the city.

Success Continued

In 1929, with business better even than in 1928, during the first six months of the year, at least, the success of this advertising continued.

Dallas, the geographical center of the Southwest—Texas, Oklahoma, Arkansas and Louisiana—stressed chiefly in her advertising this location and the already established position as the market-place for 12,000,000 people. Appeal has been made directly to sales and distribution executives, with stress upon the \$6,000,000,000 yearly income which residents of the logical Dallas trade territory make and spend.

At the end of Dallas' second year in advertising, in May, 1930, despite the fact that the cumulative effect of the campaign contributed results even more impressive in actual figures than those of the first year's effort, directors of Industrial Dallas met and took stock of their situation.

There was never any question but that the advertising program should continue as originally planned, but the economic situation which had developed in the wake of the November stock market collapse indicated a need for an even more intensive sales promotion effort.

R. L. Thornton, president of Industrial Dallas, Inc., and a leading Dallas banker, called a meeting of directors, and aided by Nathan Adams, another banker, and the directorate of Industrial Dallas, Inc., worked out a plan unique in its application to a community advertising project, which corresponds roughly to a merchandising service tie-up in the national advertising campaign of a manufacturer.

Business, it was universally agreed, was not so good. Yet it was obvious to these men that the 12,000,000 people who live in the Southwest had not dispensed with food, clothing, motor cars, machinery, building materials, etc.

Trade Extension Department

The problem was to induce a greater number of people to buy in Dallas, from business houses already established and from those which Industrial Dallas hoped and expected to influence to establish themselves there during the ensuing year.

As a means toward this end a trade extension department was created and Alfonso S. Johnson, a merchandiser of ability and experience, was retained.

Johnson is not a swivel chair executive, but a field worker. He is a "trade evangel representing Dallas" and he spends his time in the field, visiting the cities of the Southwest, where he addresses retailers, consults with them on sales problems, helps modernize merchandising methods, addresses sales personnels, and gives fundamental instruction in sales promotion and selling strategy.

He has nothing to sell. This service is given gratis. And it is appreciated. Merchants in the Dallas territory, quick, alert to the opportunity presented, sent invitations to Johnson within a few weeks after the plan was announced that will engage his entire time for six months. Naturally, the good-will created has influenced many of these merchants to supply their needs from Dallas manufacturers, wholesalers and jobbers. Merchants trade in a market where the men who sell them merchandise are keenly interested and actively engaged in helping to move these goods at a profit.

And the manufacturers, jobbers

and wholesalers who operate in Dallas have been tremendously impressed with the results attained. Those who have come in since the advertising campaign are more completely sold than ever before on a community which does not provide them with market analyses and data, and consider its job ended there, but after telling them that Dallas is an excellent city in which to locate a branch factory or sales office, proves it by helping them find their markets and leading the buyers into their establishments.

There was still another factor in the situation prevailing in the Southwest studied by the directors of Industrial Dallas, Inc. True, it wasn't peculiar to this particular year, because it has been more or less perennially a problem. In certain area of the trade territory, failure of the cotton crop, because of drought, and low prices, left the consumers with a considerably reduced buying power. Even the finest merchandising could be of little help to merchants who served these customers. Drought, of course, was a matter beyond human control, but the practice of one-crop farming could be corrected.

Agricultural Bureau

Therefore, Industrial Dallas, Inc., launched its agricultural and livestock bureau, under the direction of John T. Orr, a practical and successful farm operator, and an able executive.

Mr. Orr and a staff of capable assistants have gone out into the territory to spread a doctrine of diversified farming. Not by "advice," but by practical help. With the aid of the county agricultural agents, dependable farmers in typical communities are selected, and induced to plant feed crops and add livestock to their farm programs. Through a \$500,000 finance corporation sponsored by Industrial Dallas, Inc., with stock subscribed by Dallas business men, a fund of \$1,000,000 has been made available by rediscount through the Federal Farm relief agencies, from which the money is advanced to these farmers to add the feeding of livestock to their farm program. The feeder cattle are purchased in the cattle-raising areas of the Southwest, and shipped to central

(Continued on page 195)

Government Officials to Address A. N. A.; Hoover May Talk

The work of the Federal Government in aiding American business will be told by several officials before the annual meeting of the Association of National Advertisers, at the Wardman Park Hotel, Washington, Monday to Wednesday, November 10-12.

Both Monday sessions will be devoted to relations between government and business—the morning speakers being Robert P. Lamont, secretary of commerce, who will deliver an address of welcome and Dr. Frank M. Surface, assistant director of the Bureau of Foreign and Domestic Commerce, who will speak on "Marketing Information the Government Offers You."

Monday afternoon speakers will be C. W. Crawford, in charge of the interstate division of the Food and Drug Administration; Frederic A. Tilton, third assistant postmaster general, and William A. Humphrey, a member of the Federal Trade Commission.

President Hoover has been invited to address a banquet Monday night.

Tuesday will be devoted to speakerless sessions and association business, including election of officers. Guy C. Smith of Libby, McNeil & Libby, Chicago, will preside in the morning; Frederick Dickinson, Hupp Motor Car Company, in the afternoon.

Three prominent business executives are scheduled for Wednesday morning; Paul M. Mazur, partner of Lehman Brothers, financial house; Joseph P. Day, president of Joseph P. Day, Inc., New York, perhaps America's best known real estate "salesman," and Ivy L. Lee, of Ivy Lee & Associates, public relations counsellor for John D. Rockefeller, Bethlehem Steel Corporation, American Tobacco Company, Pennsylvania Railroad and other large interests.

100 Principal Markets and Their Spendable Money Income

The statistical staff of SALES MANAGEMENT has prepared a summary of population and spendable money income figures of the 100 Principal Markets of the United States, based on data published in the Reference Number. A copy will be sent without charge to any reader who is interested. Address your request to the Reference Number Editor.

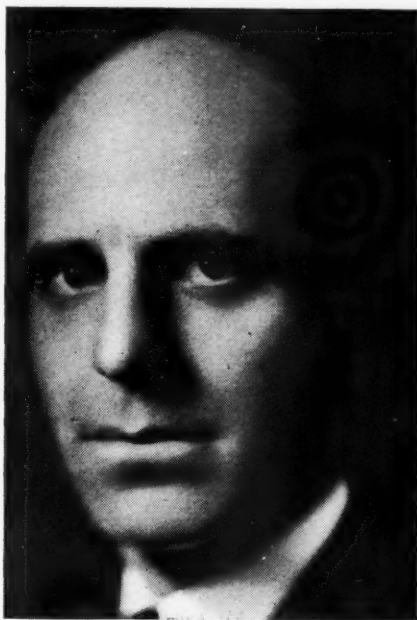


Photo by Blank-Stoller, Inc.

Howard Myers

Howard Myers Heads Building Investment

Howard Myers, formerly president of Rogers & Manson Company, publishers of *Architectural Forum*, and more recently president of National Trade Journals, Inc., publishers of a group of business papers, has acquired a controlling interest in and has been elected president of Realty Publishing Corporation, publishers of *Building Investment*, the national authority serving owners and banking interests in the building field.

Mr. Myers has been identified with the building industry for seventeen consecutive years and for almost all of that entire period as a publisher. He was one of the founders and original owners of the publication which he now heads.

Edward Lyman Bill, Inc., and C. Stanley Taylor will continue with a substantial interest in the company. Edward Lyman Bill has been elected treasurer.

The staff of *Building Investment* remains unchanged; editor, Raymond Bill; managing editor, Louis C. Stone; business manager, John Adams; eastern advertising manager, John C. Cullen.

The headquarters of the company will remain in the Graybar Building, New York City.

Plan Restaurant Campaign

Action on a four-year cooperative advertising campaign which is expected to involve an aggregate expenditure of at least \$2,000,000 in newspapers, magazines and posters, will be taken by the board of directors of the National Restaurant Association at a meeting next month.

1,500-Newspaper Drive Introduces Maytag Ironing Machine

In 1,500 newspapers throughout the United States and Canada, and over a coast-to-coast network of thirty-five radio stations, the Maytag Company, Newton, Iowa, is announcing a new ironing machine to supplement its washing machine line. Roy A. Bradt, vice-president, told SALES MANAGEMENT this week.

"The plan is to distribute the new ironer through our present dealer and sales organization," Mr. Bradt explained, "the recommended price being \$75 retail, although some of the dealers are voluntarily raising their prices."

"The ironer is being advertised in combination with the washer. The campaign will be confined to newspapers and radio."

Uses Newspaper to Sell Outdoor Advertising

To counteract agitation against outdoor advertising, Foster & Kleiser Company, which operates on the Pacific Coast and is the second largest advertising firm in the country, has just launched an advertising campaign in newspapers, radio and direct mail. The present campaign, directed by Hamman & Lesan agency, has as its theme "How Advertising Has Increased My Happiness," and is based on an essay contest recently concluded. The program is being worked out on a trade basis—Foster & Kleiser giving space in outdoor boards in return for newspaper space and radio time.

Insurance Campaign Soon

About \$350,000 of \$500,000 required annually for a cooperative advertising program to be launched under the supervision of the Life Insurance Sales Research Bureau, Hartford, Connecticut, has already been subscribed. M. Albert Linton, vice-president of the Provident Mutual Life Insurance Company, chairman of the committee in charge of the campaign, told a joint meeting of the bureau and the Association of Life Insurance Agency Officers in Chicago this week.

Cheney Appoints Wiley

H. D. Wiley has been appointed manager of retail sales of Cheney Brothers, silks, New York, to succeed Ralph Abercrombie. Robert Kirkland, for a number of years with Schwartzenbach-Huber Company, and more recently with the Altoona Textile Company, will assist him.

Foley Agency Moves

The Philadelphia offices of the Richard A. Foley Advertising Agency, Inc., are now located at 1616 Walnut street.

Electric Refrigerator Cooperative Program to Start January 1

Refrigerator manufacturers and public utilities throughout the country have been enlisted in a cooperative advertising program to add 1,000,000 units to the normal expansion in the sale of electric refrigerators next year. The campaign is sponsored by the Electric Refrigeration Bureau of the National Electric Light Association, New York, and will be handled, under the supervision of James E. Davidson of the Nebraska Power Company, a former president of the association, by Lord & Thomas and Logan agency. Dr. George W. Allison is in charge of the work at the N. E. L. A. offices.

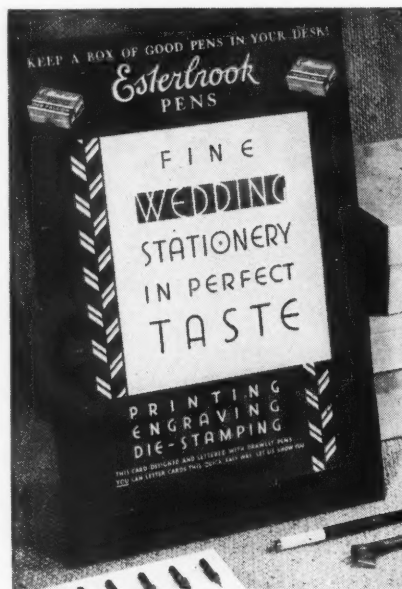
Tentative plans call for an aggregate expenditure over a three-year period, beginning January 1, of about \$5,000,000. The larger part of it will probably come from the "central stations." Although details have not yet been completed, Dr. Allison told SALES MANAGEMENT that the work will consist primarily of a national magazine program, financed by refrigerator manufacturers, coordinated with local newspaper advertising by utilities. A "plan book" will be issued soon by Lord & Thomas and Logan. W. E. Underwood, formerly of General Electric Company, is the account representative there.

The project was approved by the association in annual convention at San Francisco last summer. It is an outgrowth of the work of the National Food Preservation Council.

The executive committee comprises Carl Taylor, Westinghouse Electric & Manufacturing Company; P. B. Zimmerman, General Electric Company; H. C. Burritt, Kelvinator Corporation; J. A. Harlan, Frigidaire Corporation; W. R. Putnam, Electric Bond & Share Company; C. J. Eaton, Middle West Utilities Company; H. C. Cummings, Byllesby Engineering & Management Corporation; T. F. Kennedy, Henry L. Doherty & Company; L. R. Parker, Consumers Power Company; D. M. DeBard, Stone & Webster Corporation; H. M. Sawyer, American Gas & Electric Corporation; F. D. Pembleton, Public Service Electric & Gas Company, Newark; C. E. Michel, Union Light & Power Company, St. Louis.

Claude Neon Sales Climb 22 Per Cent This Year

Sales volume of Claude Neon Lights, Inc., and associated companies throughout the United States for the first nine months of 1930 amounted of \$13,002,331, as against \$10,604,458 for the same period last year, an increase of 22 per cent.



The new display frame prepared by Esterbrook Pen Company for the use of stationers.

Esterbrook Pen Offers a New Display Frame

A new display frame, with removable cards, has been developed for use of stationers by Esterbrook Pen Company, Camden, New Jersey.

Eleven by fifteen inches, the display is large enough to dominate the window and yet small enough to be tucked away in a corner when desired, an official of the company explained. The frame is of dark green leatherette, stamped in gold. A message reminding the passerby to "keep a box of good pens in your desk" is a permanent feature.

Several cards for it have been prepared by the Esterbrook company—one advertising wedding stationery; a second, "Ideas for Parties—and Inexpensive Ways to Carry Them Out," and a third promoting Esterbrook pens. Other timely cards will be forwarded. The display is offered without charge.

Danes Boycott U. S. Goods

Danish farmers' cooperative association controlling most of the buying and selling of produce in Denmark and also stores supplying the farmers is organizing a boycott of German and American goods and plans an advertising campaign for British goods. The reasons are anger at American and German tariffs and the increased interest in retaining the custom of Great Britain, which annually buys 75 per cent of Danish export produce.

New Victor Model

The Victor Division of the RCA-Victor Company, Inc., Camden, has expanded its line to include a low-priced model, the R-15, which is about thirty-five inches high and twenty wide and sells for \$112.50, less radiotrons.

A & P Will Inaugurate Daily Radio Program on "News of Foods"

To present the "news of foods" the Great Atlantic & Pacific Tea Company, New York, largest food chain, will inaugurate Monday, November 3, a new series of radio broadcasts.

The series, to cost at least \$700,000 a year, will run for fifteen minutes every weekday morning. Forty-eight stations of the Red and Blue networks of the National Broadcasting Company will be used at the start. Others may be added later.

The program will be handled direct by the advertising department of the company. Except for the daily mention that they are "under the auspices" of A & P, there will be no advertising tie-up. The A & P Gypsies will provide incidental music for them in addition to their regular evening programs.

The broadcasts will put at the disposal of the public information on food distribution and food values which the company has accumulated over an experience of seventy-one years, an A & P executive explained to this magazine. They will trace the movement of foods from the source to the retail stores; the "wise use of foods," in the suggestion of recipes and menus; dietetics and nutrition and budgeting, or getting the most value for each dollar spent.

The company will present much information compiled by the United States Department of Agriculture on the subject of food distribution and use. In the talks on "dietetics and nutrition" the findings of this department and of the medical associations and public health services will be quoted.

Large Companies to Aid Negro Business League

Several prominent business organizations have expressed their intention of aiding, financially and otherwise, the work of the National Negro Business League, Albon L. Holsey, secretary, announced at New York this week. The first of these formally to enroll is Montgomery Ward & Company, Chicago.

An important phase of the work of the league, in helping to achieve economic independence for American Negroes, is the establishment of the Colored Merchants' Association.

Traveling "Death Cell" Kills Sinclair Bugs

To demonstrate the effectiveness of P. D., an insecticide, Sinclair Refining Company, New York, has developed a traveling "death chamber" for use in store windows and halls, in presentations before dealers, salesmen and the public.

The demonstrations are in charge of entomologists and the flies bred and reared in a specially constructed motor truck, which follows the death chamber from town to town.

Chevrolet Motor Holds Pint-of-Gasoline Tests to "Sell" Economy

A nation-wide "pint of gasoline" contest, in which local prizes were awarded for the longest mileage, has just been completed by the Chevrolet Motor Car Company.

Prizes of \$25, \$15 and \$10 and ten of \$5 each were awarded in each of the local contests. The highest mileage to a pint was 47; the average low 22½.

The contests were conducted over test routes covering about twenty-five driving miles in the traffic areas in various cities. Usually stoplights, bad corners, up and down hills and main thoroughfares were encountered throughout the runs.

In addition to a demonstration of Chevrolet economy, the contest showed the skill of the individual driver, and his ability to take advantage of down grades and to "get the breaks" in traffic and on the lights.

Regular stock models were employed—each car being equipped with a glass mason jar attached to the outside of the hood and connected with the carburetor by a pipe. The pint of gasoline was visible. Stopcocks were turned after the engine had been warmed up so that the supply came only from the jar.

Deplores Impure Ginger

As the result of a number of deaths and cases of paralysis caused by the use of so-called Extract of Jamaica Ginger as a beverage, McCormick & Company, Inc., spices, flavoring extracts and other products, Baltimore, has issued a warning to its customers against the purchase of "such inferior and poisonous extracts" and has "impressed upon them the necessity of purchasing these and other alcoholic preparations for internal use only from firms who have the highest reputation for honesty and integrity."

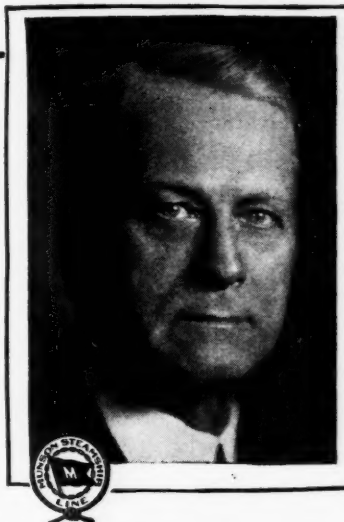
"Munson Blue Autopoints Make Friends for the Line"

Here's a story that will
interest everybody who
sells transportation.

STILL another story of how American industry gets business by the Autopoint method! The Munson Steamship Line, like other transportation companies, is working constantly to get more passenger and freight traffic.

This means the whole country must be "contacted"—obviously a tremendous job. Reavis Jackson, general western freight and passenger agent of the Munson Line, has found that Autopoint Pencils, imprinted with his firm's name, do good work when placed in the hands of prospective passengers, managers of tourist bureaus, industrial executives and others who may furnish business.

The Munson Line uses blue Autopoints for this purpose, to correspond with the color of their well-known emblem shown above. Autopoints were selected to "represent" the Munson Line because, as Mr. Jackson says, "they excel in attractiveness, durability, efficiency, personality." His verdict, based on several years' experience with Autopoints, is that "the blue



Reavis Jackson,
General Western
Freight and Pas-
senger Agent,
Munson Steamship
Line.

Autopoint has made many friends for the Munson Steamship Line."

This firm's experience may suggest a like use of Autopoints to you. Whatever your field we know there is a way Autopoints can help you. Let us help you find it.

A complimentary pencil for you

To show you just what an Autopoint is, and why users like it, we'll send you a complimentary pencil imprinted with your firm's name. There is no obligation in this offer. But it is made because we hope to interest you in using this pencil as a sales aid.

Send us your name and address on the coupon below. Enclose letterhead or business card, please.



Autopoint

The "Better Pencil" Made of Bakelite
3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Perfect balance—not "topheavy."

Autopoint Co., 1801 Foster Ave., Chicago

Attach business card
or letterhead

For Executives
Only

AUTOPOINT COMPANY

1801-31 Foster Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name _____

Firm _____

Title _____

Address _____

S M. -11-1

Steel Builders Discuss a Cooperative Drive for "Master Metal"

"Public opinion can be designed and constructed just as certainly as steel buildings and bridges," J. G. Shryock, chief engineer of the Belmont Iron Works, Philadelphia, told the American Institute of Steel Construction at Pinehurst, North Carolina, this week, in advocating a cooperative effort by that industry to make the public "steel conscious."

"When you consider that our present output of 3,500,000 tons annually falls a million tons short of what it should be by all our calculations based on sound economics," Mr. Shryock explained, "you gain some realization of what uninformed public opinion is costing our industry."

As a first step, Mr. Shryock suggested a display of the slogan "Steel—the Master Metal." He also advocated a general as well as specialized educational program to present the story of steel construction "month after month and year after year to millions of people"—demonstrating its value "not merely for the thousand-feet high skyscraper or the mile-long span bridge, but also for the smaller buildings, the local bridge where beauty weighs heavily, the factory, the school, and even the home in which we live."

U. S. Motor Car Sales Expand in Germany

Twenty-two per cent of all motor cars sold in Germany in the first six months of this year were by United States firms, the London correspondent of SALES MANAGEMENT reported this week.

Altogether 131,944 cars were sold, of which 85,176, or nearly two-thirds, were used cars. Of the 46,769 new cars, 33,217 were produced in Germany; 10,293 imported from the United States; 1,561 from Italy; 956, France; 647, Austria, and 64 from other countries.

Foreign competition is greatest in the medium horsepower range, in which Ford claims 17 per cent of all sales. In the low-power group, Opel, controlled by General Motors, with 60 per cent of all sales, is leading. In the high-power group, Daimler-Benz is closely followed by Buick.

Among the imported cars, Ford sales were nearly as large as the next three—Chevrolet, Fiat and Hudson-Essex combined. Citroen of France was fifth; Buick sixth, then Chrysler, Steyr, Overland and Nash.



John M. Bickel

John Bickel Will Direct Sales for Carrier Lyle

John M. Bickel has been appointed sales manager of the Carrier Lyle Corporation, Newark, affiliated with the Carrier Engineering Corporation and specializing in the sale of the Carrier Weathermaker, a system of air conditioning for homes.

Mr. Bickel was formerly sales manager for the Holmes Electric Refrigerator and at one time in the New York office of the Curtis Publishing Company.

Cadillac Promotes Ahrens

Don E. Ahrens has become assistant general sales manager of the Cadillac Motor Car Company, Detroit. For the last three years he has been branch manager at Philadelphia.

Blues and Beige-Browns Are Chosen for Spring

Guardsman and admiralty blues, sea sand, burmatan and singalee beige-brown, pistachio and chukker green, sky grey, and, incidentally, black, have been selected by the color coordination committee of the National Retail Dry Goods Association as the "basic ensemble shades" for next spring.

Manufacturers of silk and woolen piece goods, coats, dresses, millinery and accessories, have been requested to use these official names in designating colors. Blues are expected to be the outstanding color range with beige-brown second. Sky grey is new in the fashion world.

Ford May Sell Planes Throughout Europe; Assembles Abroad

An assembly plant near Liverpool is to be the first stepping-stone in the distribution of Ford airplanes throughout Europe. Two Ford airplanes, built at Dearborn, flown from there to Boston and then taken apart and shipped to Liverpool, where they were reassembled in three days, are the advance guard in a plan to ship airplanes in bulk to England, whence they will be flown to any place in Europe where customers want them delivered.

Hangar space has been acquired at Hooton aerodrome, not used since the war, where the machines will be assembled and which will act as a service depot for Ford aircraft operating in Europe. Since the cost of shipping aircraft across the Atlantic is heavy, it is believed that Ford may use the new Dagenham plant, now being built in the south of England, for manufacture of airplanes for European distribution.

McGraw-Hill to Charge for Its Copy Service

McGraw-Hill Publishing Company will inaugurate January 1 the policy of charging for advertising copy and layouts written or planned by that organization for use in its publications, Edgar Kobak, vice-president, announced this week.

The charges, however, Mr. Kobak explained, will be effective on that date only for new advertisers.

"For our present advertisers—those who have placed space in one of the publications during 1930—they will not be effective until January 1, 1932."

Heads Detroit Aircraft

P. R. Beasley has been appointed president of the Detroit Aircraft Corporation, succeeding E. S. Evans, who has resigned to devote more time to the Evans Autoloading Company, of which he is president. Mr. Evans has been elected chairman of the executive committee of the Detroit Aircraft and will continue to take active part in the management of that company.

Advertise Dog Food

An advertising campaign in newspapers of the larger cities of the east has just been inaugurated by California Animal Products Company, Oakland, for Calo, a dog food. Heretofore this product has been advertised only on the West Coast. Emil Brisacher & Staff is in charge.

Hoffman Cola, a new beverage, is being introduced in the east by the Hoffman Beverage Company, Jersey City.

A. B. C. Changes Stand on Hotel and Railroad Circulation Rating

Proposed changes in methods of auditing bulk sales of newspapers to hotels and railroads provoked a warm contest before the Audit Bureau of Circulations at its annual convention in Chicago last week. The faction which claimed that hotel and railroad circulation was worth while and should be shown on page one of the audit forms under a sub-classification and added to the net paid circulation was victorious. The vote, however, is only a recommendation to the board for action.

It was also voted to show an outline map indicating trading area in place of the verbal description now provided in the newspaper form. As a result of voiced charges that some newspapers have padded circulation on audit dates a vote was passed requesting that in such cases average circulation for the period be shown and attention drawn to difference.

The alleged growing practice in some quarters of gaining circulation through campaigns in cooperation with organized charities or other organizations gave the meeting considerable concern. In such cases, it was claimed, some publishers have accepted the circulation but have made cash donations to the charities, etc., in return.

A resolution asked that such circulation be so labeled and reported. Still another resolution called for punishment by cancellation of membership in case any member distorts or misrepresents ABC facts or figures in its publicity or advertising and fails to make public retraction.

Nearly all officers, headed by Philip L. Thomson, publicity director of the Western Electric Company, president, were re-elected. T. F. Driscoll of Armour & Company, Chicago, succeeds Ernest I. Mitchell of Mitchell, Faust, Dickson & Wieland, Inc., Chicago, as secretary, and John Dickson, of the latter firm, was added to the board in Mr. Mitchell's place.

New Rubber Source

American Rubber Producers, Inc., Salinas, California, is erecting a manufacturing plant there to produce rubber from the Mexican guayule shrub — plantings of which in the Salinas Valley have been used successfully for experimental purposes for several years.

Introduce Toy Projector

Among the Eastman Kodak Company's preparations for Santa Claus is Kodatoy, a motion picture projector for children, which will sell for \$12 and will be advertised in *American Boy*, *Boys' Life* and *Parents' Magazine*.

Let Kippy-Kit Show You a New Kind of Christmas Gift for Your Valued Customers and Your Sales Staff



KIPPY-KIT

The famous brush with fibre that won't pull out. Pyralin - covered metal, fabrikoid case. Lamb's wool polisher attached.

25 to 100.....67c each
100 to 500.....65c each
500 to 1000.....63c each

Available in genuine leather in above quantities at \$1.60, \$1.55 and \$1.50, respectively.

"Compliments of" and firm name imprinted free. Individual names imprinted, 10c extra. Packed in individual gift boxes.



TAT

The famous Kippy-Kit brush in a DuPont Pyralin holder. Wide variety of colors to match color scheme of any home or office.

25 to 100.....62c each
100 to 500.....60c each
500 to 1000.....58c each

"Compliments of" and firm name imprinted free. Individual names imprinted, 10c extra. Packed in individual gift boxes.

THE best sellers in the gift shops are Kippy-Kit's "Packets of Tidiness." And they're the best gifts for Christmas. They have life and pep and dash and go... they're smart-looking, ingenious, useful. They look like gifts that cost "real money," yet their quantity price is amazingly low.



TRAV-VALET

An instant hit... a travel or motor necessity. Fabrikoid case contains (1) roll of paper towels; (2) tube of waterless soap; (3) comb; (4) nail file; (5) six paper cups; (6) indestructible fibre brush; (7) lamb's wool shining pad.

25 to 100.....\$1.40 each
100 to 500.....\$1.38 each
500 to 1000.....\$1.35 each

"Compliments of" and firm name imprinted free. Individual names imprinted, 10c extra. Packed in individual gift boxes.



JAX-TY-RAK

Beautiful, practical, enduring tie rack. Grips each tie firmly; fastens securely to wall, door or clothes closet. Keeps ties always in shape.

25 to 100.....62c each
100 to 500.....60c each
500 to 1000.....58c each

"Compliments of" and firm name imprinted free. Individual names imprinted, 10c extra. Packed in individual gift boxes.

All Prices F.O.B. Circleville, Ohio

WRITE FOR DETAILS!

The **KIPPY-KIT** Co.
CIRCLEVILLE, OHIO

? Where Else Are Better Prospects?

SOUTHERN cities and towns show the most sensational 1930 census figures. This sound, rapid growth merely emphasizes the attractiveness of this market where over a million well-to-do white families read regularly the Southern Methodist Publications.

If you want to build sales volume in the South these publications present a golden opportunity. Check up the facts and figures in Standard Rate & Data or write,

LAMAR & WHITMORE

Publishers

E. M. McNeil - *Advertising Director*
E. J. Lines, *Traveling Representative*
810 Broadway - Nashville, Tenn.

SOUTHERN METHODIST PUBLICATIONS

**1,029,000
Circulation**



George Kohlenberger

Kohlenberger to Direct Sales of Delco Radio

George Kohlenberger, formerly of the Oakland, California, branch, has become manager of radio sales and service of the United Motors Service, handling the new Delco automotive radio.

United Motors has twenty-seven branches and more than 3,600 authorized service stations throughout the United States and Canada.

Electro-Kold Follows Sun to New Markets

To equalize year-round sales, Electro-Kold Company, Spokane, Washington, has just inaugurated an intensive sales campaign in South America. The summer is the best period for the sale of refrigerators, and the south equatorial "summer" has just begun. A shipment of \$10,000 worth of Electro-Kold products was sent recently to South America—\$8,600 of it going to the distributor at Buenos Aires.

The company is also developing markets on the Hawaiian Islands—Electro-Kold refrigerators having become one of the three heaviest selling makes there.

The company's entire sales volume last month showed a 47 per cent increase over the same period last year.

Furniture Combine Expands

The Furniture Corporation of America, the organization of which on the Pacific Coast was announced recently by SALES MANAGEMENT, will erect additional plants soon at Spokane and Emmerville, Washington. The corporation plans to sell nationally.

San Francisco Retailers Launch Joint Program to Reduce "Returns"

To reduce "returns," the Retail Merchants' Association at San Francisco has inaugurated a newspaper and direct mail advertising campaign appealing to the sense of fairness of the woman shopper.

Often goods are kept so long that they are practically valueless when returned, the association points out—adding that although a San Francisco ordinance prohibits the exchange of toilet articles and intimate apparel, there is no "closed season" on dresses, furs, art goods and many other things.

The merchants have found about 15 per cent of all merchandise sold is returned. The increase in returned goods has climbed nearly 5 per cent in the last six years—a survey having shown that for every 350,610 items sold, 45,732 are returned. The most frequent returns are of women's and misses' ready-to-wear with an average of 26.3. Seventy-two per cent of the returned goods are sold by the merchants below cost.

The average actual cost of an individual return varies from 32 to 62 cents, with an average of 39. It is estimated that merchandise returns cost the retail stores of San Francisco \$4,000,000 annually, exclusive of mark downs, all of which is reflected in the increased cost of commodities to the consumer. There is an average of twenty-three individual transactions involving the expenditure of time and money on the part of the store in completing a return transaction.

Pond's Extract Increases Its Advertising Program

Pond's Extract Company, New York, vanishing and cold creams and cleansing tissues, will make a "considerable increase" in its advertising program in 1931, C. M. Baker, vice-president and general manager, told SALES MANAGEMENT this week.

The enlarged program, Mr. Baker indicated, will appear in women's magazines and in rotogravure sections in larger cities. The company is also using the *American Weekly*.

Production facilities for the cleansing tissues have just been expanded with the erection of a new plant at Seymour, Connecticut.

Telescope Cot Bed Company, New York, has changed its name to Telescope Folding Furniture Company, Inc.

Gossip

OTIS PEABODY SWIFT, formerly of N. W. Ayer & Son, has been appointed director of the publicity department, supervising arrangements for Winter Olympic games, of James F. Newcomb & Company, Inc., New York agency. His headquarters will be temporarily at Lake Placid. . . .

J. P. SCHNEIDER, for the last five years promotion manager of the American Press Association, has been made sales manager of the Publishers Autocaster Service and the Star Adcraft Service, both Perry enterprises, New York. . . . JAMES W. POE, for some time manager of sales promotion, Reuben H. Donnelley Corporation, is now business manager, in charge of advertising and circulation, for *Refrigerating Engineering*, published monthly by the American Society of Refrigerating Engineers. . . .

LANGDON CASKIN, JR., has joined the New York office of Dyer-Enzinger Company, Inc., as an account executive. He was formerly with N. W. Ayer & Son, Inc., there. . . .

WILLIAM A. CHARTERS, general manager of the former Robinson, Lightfoot & Company, New York agency, is now an account executive with W. H. H. Hull & Company, Inc., there. . . . JEROME VAN WISEMAN has been appointed space buyer and director of the media department of the United Advertising Agency, New York. . . .

M. E. PHILLIPS has left *Public Works*, to become western advertising manager for *Highway Engineer and Contractor*, Chicago. . . . JOSEPH THORNTON has joined the Wales Advertising Company, Inc., New York, as art director. Previously he conducted a free-lance art-directing service. . . .

J. F. JENKINS, for several years with the *American Fruit Grower Magazine*, Chicago, but for the last two years conducting his own publishers' representative service, has been appointed western advertising manager for that magazine. . . . GEORGE STRECKER of the eastern advertising staff of the *Chicago Tribune*, has been appointed manager of automotive advertising, succeeding SAM H. TRUDE, now head of color and rotogravure advertising, a new division. . . .

WILLIAM E. BROWN, for twelve years with the Mergenthaler Linotype Company, recently as sales manager of the Chicago agency, has been named manager to succeed the late WALTER C. BLELOCH. . . . PHILIP SALISBURY, vice-president of SALES MANAGEMENT, has been elected head of the Atlantic Zone sales committee of the Associated Business Papers, Inc. . . .

ARTHUR E. SMITH has been appointed manager of the San Francisco office of Roy Alden & Associates, Los Angeles agency, with temporary headquarters at 111 Townsend Street. . . . E. L. SCHROEDER, formerly in charge of the New York territory, has been appointed New England representative of the Tower Magazines, Inc., New York. . . .

ALLAN M. WILSON, until recently radio department manager for Earnshaw-Young, Inc., Los Angeles agency, has launched his own radio advertising agency at 711 Garfield Building there. . . . JACKSON M. LEICHTER has opened an advertising agency in the Commercial Exchange Building, Los Angeles. He had been with Harry Elliott Advertising, Inc., and more recent an account executive with The Mayers Company there.

The Southwest Market at a Glance



Sales Executives . . . here are 4 market maps on one sheet and a 144 page book designed especially for you!

AS A SALES EXECUTIVE you are entitled to a copy of this new book, "*The Southwest Market*", and the four maps in five colors included with each copy. The maps vividly and accurately show: Distribution of Retail Outlets . . . Distribution of Population . . . Distribution of Spendable Money Income . . . and Rail Service from Dallas. Thus, a glance gives you a clear economic picture of the Six Billion Dollar Southwest Market, with Dallas at its center.

The book contains 144 pages of live, interesting information expressed in executive terms of facts and figures. Tables such as "Indices of County Buying Power" and "Southwestern Distance Scale of Rates" in themselves make this book invaluable to you. A profusion of photographs show many of the more than 2,000 branches already located in Dallas. Every angle of the Southwest market is discussed in a terse manner that will hold your interest from cover to cover.

You who are responsible for the opening of new sales offices, branch plants or warehouses should not fail to write for *your* copy of this new book. As there is naturally a limited number of these valuable books, you will help us place them in the proper hands by writing on your business letterhead, or using the executive coupon.

Dallas

*Southwestern Headquarters
to American Business*

EXECUTIVE COUPON

Industrial Dallas, Inc.

512 Chamber of Commerce Bldg., Dallas.

Please send free copy of your new book, "*The Southwest Market*," to:

Name _____ Company _____
Title _____ Address _____



Let
HAVALITE
stimulate new
business for
you...

Handsome, novel, useful, the *Havalite* combines in one a beautifully finished pencil and a sure-fire cigarette lighter. Outstanding as an interest stimulator and a lasting medium for your sales message. Give *Havalites* to your salesmen as prizes—to your prospects—to your customers—to friends of the firm. Men keep and treasure *Havalites* and remember who gave them. The barrel may be imprinted with your "ad" and the cap with your seal or slogan.

Executives:— Let us send you a Havalite so you may see for yourself its business building possibilities. Fill in the coupon and one will be sent you for examination.

A. G. STEVENSON & CO., INC.
162 Champlain St., Rochester, N.Y.

Name

Firm

Title

Address



Colonel C. M. Piper

C. M. Piper to Direct Johnson Motor Sales

Colonel Charles M. Piper, who resigned recently as general sales manager of the Fisk Tire Company, Inc., has been appointed to a similar position with the Johnson Motor Company, manufacturer of outboard motors, Waukegan, Illinois. For fifteen years Colonel Piper was with Goodyear Tire & Rubber Company.

Universal Will Introduce New Safety Razor Soon

Universal Safety Razor Company, New York, subsidiary of Segal Lock & Hardware Company, will introduce in the next six weeks a new single unit, double-edged safety razor, Louis Segal, president of the parent organization, told SALES MANAGEMENT this week. The new product will sell up to \$1, retail.

Although definite distribution and advertising plans have not yet been worked out, Mr. Segal expects distribution to start in New York, Chicago, Detroit, Cleveland, Boston and Los Angeles, with newspapers being the initial medium. The razor will be sold through drug, cigar, stationery and other regular channels. Peck Advertising Agency, New York, handles the account.

Midget Domino Sugar

American Sugar Refining Company, New York, is introducing tablet sugar in "midget" squares to meet demands for a more convenient form of beverage sweetening and to promote economy by eliminating undissolved sugar at the bottom of the nation's tea cups.

Urges Publishers Aid Bureau to "Create" More Advertising

"Last year newspapers sold to general advertisers more than a quarter of a billion dollars' worth of advertising space," W. E. Macfarlane of the Chicago *Tribune*, chairman of the committee in charge of the Bureau of Advertising, American Newspaper Publishers Association, told the Inland Daily Press Association in convention at Chicago last week. "The amount sold this year will be somewhat less, but it will be greater than that in any other medium."

Emphasizing the value of the bureau's work, Mr. Macfarlane pointed out that "it is estimated that our industry spends \$30,000,000 a year for salesmen to get the orders. If we are to be frank and practical, we must admit that most of this expenditure represents competition between ourselves, taking business from each other, working to get advertising most of which is already developed. Why, then, should we stop at spending \$100,000 a year (the present cost of the bureau's work) to create advertising at the source?"

Although most chain stores do not participate actively in community projects, Fred Naeter, publisher of the *Southeastern Missourian*, Cape Girardeau, told the meeting, "they have, however, accomplished one good thing. They have aroused the dirty, sleepy merchants and made them wake up and clean up."

The meeting discussed the recent entry of the American Express Company in the national advertising field. It was explained that the company is now selling space on the sides of trucks to manufacturers of nationally merchandised products, at \$3 a "side" or \$6 a truck.

Letters of protest have been sent to the company by some of the publishers, it was said, as they felt that an express company was organized and chartered as a carrier of merchandise only and that in entering advertising it was getting out of its field.

Wood Heads Home Papers

J. Irland Wood of United Publishing Company, Kansas City, was elected president of the American Home Magazine Publishers, in annual meeting at Chicago last week. Mr. Wood will appoint a committee to work out a three-year program for the association. The other officers are C. D. Bertolet, *Cloverleaf American Review*, St. Paul, vice-president; M. F. Hayes, *Mother's Home Life*, Chicago, secretary, and George W. Weatherby, W. D. Boyce Company, Chicago, treasurer.

Account Changes

STANDARD MOTOR CONSTRUCTION COMPANY, Jersey City, New Jersey, marine Diesel engines, to Reimers & Whitehill, Inc., New York City.

NORWICH PHARMACAL COMPANY, Norwich, New York, Norforms and Respinol accounts; WEBSTER-EISENLOHR, INC., New York City, Webster cigar account; and HALL & RUCKEL, INC., Brooklyn, New York, X-Bazin depilatory, to Lawrence C. Gumbiner Agency, New York City.

CHOCOLATE PRODUCTS COMPANY, Chicago, introducing Kayo, chocolate bottled drink and syrup, to Hurja, Chase & Hooker, Inc., there. Selected newspapers and trade media.

AMERICAN WRITING MACHINE COMPANY, New York City, to Addison Vars, Inc., there. Business papers and general magazines.

AMERICAN BAKERIES COMPANY, Atlanta, to Eastman, Scott & Company there.

OCEAN BATHING SUIT COMPANY, New York City, to the Lawrence Fertig Company, Inc., there.

HOME CORRESPONDENCE SCHOOL, Springfield, Massachusetts, Short Story Writing Course account, and the KOH-I-NOOR PENCIL COMPANY, New York City, Koh-I-Noor and Mephisto pencils, to W. H. H. Hull & Company, Inc., New York City. Magazines and women's publications for the former.

CHAMBER OF COMMERCE OF VICKSBURG, MISSISSIPPI, to the Bott Advertising Agency, Little Rock, Arkansas. A three to five-year program in newspapers, farm publications, radio and direct mail.

REARDON MANUFACTURING COMPANY, Peoria, Illinois, introducing new automotive specialty; and the STONE WHEEL & RIM COMPANY, Chicago, to Albert L. Lauer Company, Chicago.

EMMA MALOOF, INC., New York City, specialty shop, to McCready-Parks, there. Direct mail and women's class publications.

TORRIDAIRE CORPORATION, South Boston, Massachusetts, Torridaire Hot Pad, to the Kenyon Company, Boston. Newspapers, radio and direct mail in territory east of Pittsburgh to January 1, when national campaign will start in magazines.

WALKER & PRATT MANUFACTURING COMPANY, Watertown, Massachusetts, Drawford ranges; and JOSEPHAL & COMPANY, Boston branch, investment securities, to Doremus & Company there.

F. A. FOSTER & COMPANY, INC., Boston, Puritan cretonnes; and NEW ENGLAND BUTT COMPANY, Providence, Rhode Island, to Badger & Browning, Inc., Boston. National magazines and trade publications for the former; textile and technical publications for the latter.

Published monthly, supplemented with bulletins, and covers daily newspapers, farm papers, general magazines, business papers, and Radio Broadcast Stations

When you are Selecting advertising mediums, you need

STANDARD RATE & DATA SERVICE

IT GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.

Complete information on Radio Broadcasting rates is also given.

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois

.....193..

You may send us—prepaid—the current number of Standard Rate & Data Service, including the Radio Station Section, with all bulletins since it was issued, which we are to have the privilege of using 30 days.

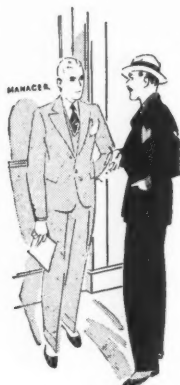
If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise you may consider us subscribers and send a revised copy each month for one year. It is to be maintained by bulletins issued every other day, and we understand the cost is \$30.00 per year (Canada and Foreign \$35.00).

Firm NameStreet Address

CityState

Individual Signing OrderOfficial Position

The STATLERS guarantee your satisfaction in everything



From the time you register at a Statler until you check out, your satisfaction is guaranteed — in everything.

You'll feel at home in your up-to-date, attractive room with its private bath, circulating ice water, soft, comfortable bed with an inner-spring hair mattress, bed-head reading lamp, radio reception and full-length mirror. You'll appreciate the morning paper under your door—the excellence of the food—the variety of restaurants.

And, in addition to the certainty of these "everyday" Statler conveniences, you'll find each member of the organization willing to go to any lengths to please you—that your satisfaction may be guaranteed in everything.

Fixed, unchanging rates are posted in every Statler room.

HOTELS STATLER

BOSTON DETROIT
BUFFALO ST. LOUIS
CLEVELAND NEW YORK
[Hotel Pennsylvania]

Some Space Solicitations that Rang the Bell

(Continued from page 173)

publication salesman was the keynote of the campaign. Did that publication salesman get a space order? Yes, and he will never have to cool his heels in our waiting-room, or that of our client.

The research department deals with markets, and the space buyer works very closely with the research man in the choice of media. The research man's recommendation of a publication puts that publication on the list.

An account executive or "copy" man should get out in the field in close touch with the buyers he is appealing to in his ads. He must give a large amount of his energy to creative work and cannot spend the major portion of his time away from his desk to get this first-hand information. The publication man can and should afford much of this contact. His editors or research men must know the field, it is their business. When an advertiser enters a new market the agency must know the lingo of the industry, must know something of the problems of the people who are reading the advertising copy.

Supplied Best Copy Theme

The same manufacturer of heating equipment became interested in a new and rapidly growing field. The size of the market, the way we sell it and other important facts were known. But the best copy theme was missing. A representative of the leading trade publication was called in. In going over an outline of the peculiar problems of this industry, one problem stood out. It was necessary to warm up cold motors before putting them into operation. This practice was costly in waste of fuel, time and wear on moving parts. Any product that could cut down this warming-up period had a real talking point, and our client's product could very definitely do it. Competitors advertised their apparatus as heating apparatus. Our client advertised theirs as a time and money saver, in addition to its conventional use.

In this particular case the publication salesman didn't have to sell his paper, he merely performed a logical function. He gave expert advice on an industry which he represented. He stands in a better light with us than some of his competitors, who soon flocked in to tell us we had used poor

judgment in the paper we selected.

To make a skillful solicitation based on facts and market information, the salesman must have more than just information about his industry. He must understand the client's product and its applications. If the representative comes to us and we are convinced that he is on the right track, we are most willing to supply him with information about the product, its sizes, capacities, limitations, etc., and can save him a lot of time.

A year or so ago a well-known industrial paper undertook the job of making up a very thorough study of the market for a certain type of equipment in their industry. We received a courteous letter from their advertising manager advising us that Mr. So-and-So would soon phone us to fix a date for the presentation of a very valuable study. It would be of great interest to the Jones Engineering Company. The fatal day arrived and we were ready for them. The salesman called smiling and sure of himself. We courteously let him tell us all about it before we broke the news. The Jones Engineering Company's product, although of the same class of equipment, was not designed for this service. Fortunately for Mr. So-and-So, there are dozens of concerns whose product is.

More Examples

However, we don't hold it against that paper, they were more nearly on the right track than was the salesman who came in and solicited us at great length on a product that no client of ours had ever manufactured.

Some further examples of well-planned, successful solicitations come to mind.

There is the publication which presented us a fine picture of a resale market in the automotive field. They told us how to set up a sales plan to sell the industry. They showed us that brand appeal for this product was not an important factor. They preached the gospel of widespread distribution. The pick-up, over the counter trend in the sale of automotive parts by jobbers to repair men, was stressed. Never once in this sales talk did we hear the words paid circulation, coverage or reader interest. The salesman knew that if we accepted the market, his publication

would be remembered. He knew that when we got around to the point of buying advertising space, his circulation statement would stand by itself.

A publication devoted to the amusement industry supplied us with information that proved that we had been missing a very important market for the products of one of our accounts.

One honest publisher's representative made a strong bid for the advertising of a certain manufacturer. We explained that at that time we felt that the manufacturer did not have sufficient distribution of his product to warrant advertising. The representative surprised us by heartily agreeing with us and pointing out similar cases wherein products flopped dismally. He offered his and his publication's assistance and advice and asked us to feel free to call on them at any time. He left a good taste in our mouths. We'll see more of him when the distribution scheme is completed.

Not every solicitation can be based on such a firm basis of fact and of market information. But it is pleasant to see how more and more of the publishers are selling markets and services. It takes the mean competitive air out of space selling and space buying.

It is still the agency's job to define markets, build up copy themes and prepare advertisements. We don't expect the publications to do it for us. We feel that publishers and their representatives can do the agency a real service and can build good will and advertising volume if they will do less "space peddling" and more "idea merchandising."

Government Investigates Chain Prices in Memphis

After an extensive preliminary survey, the Federal Trade Commission has begun pricing groceries, drugs and tobacco in chain and independent stores of Memphis, Tennessee.

Prices on several hundred commodities have already been obtained in Washington, Cincinnati and Des Moines, and additional cities will be covered early next year.

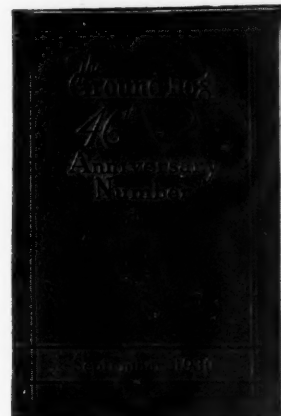
The investigation is being undertaken in accordance with a Senate resolution.

Mexico-U. S. Radio Station

A new 10,000 watt super-power station located at Reynosa, State of Tamaulipas in Old Mexico, just across the border from South Texas, and named "The Voice of Two Republics," will go on the air November 8. The station is owned by International Broadcasting Company, Inc.

Announcing FIBREKOTE

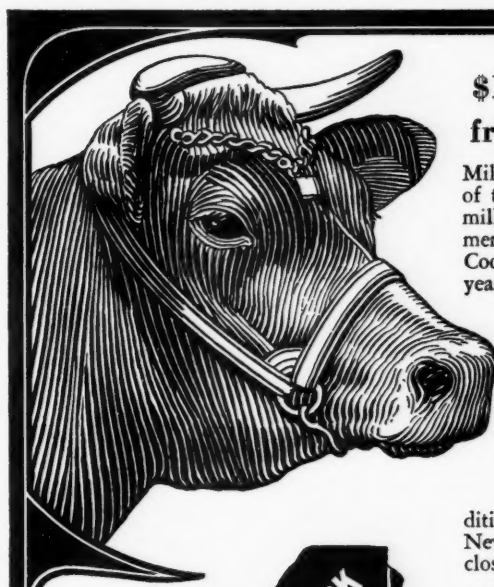
HERE'S a new, low-cost cover material for books, catalogs, and house organs like The Ground hog. Fibrekote is waterproof, scuff-proof and possesses great tensile strength. Fibrekote costs no more than a well printed cover and provides the beauty and durability characteristic of the Burk-Art Process.



Burk Art
PROCESSED

The name of a process of embossing and color-decorating various binding materials to produce book and catalog covers of distinctive beauty in color, texture and design.

THE BURKHARDT COMPANY
545 W. Larned Street
Detroit, Michigan



\$1,568 Yearly Income from Milk Sales Alone

Milk is only one of several products of the dairy farm. Yet the monthly milk checks received by the average member of the Dairymen's League Cooperative Assn., Inc., total \$1,568 yearly.

In addition, the sale of veal and cattle for beef, poultry products and cash crops yield substantial sums, assuring a well-balanced income.

The Dairymen's League News is the chief source of information regarding fluid milk prices and market conditions in the territory tributary to New York City. This insures a close reading.

Any product used on the dairy farm or in the dairy farm home can be profitably advertised in this farmer-owned paper.

Write for Sample Copy and Rate Card



This Map Shows
"The New York
City Milk Shed"

NEW YORK
11 W. 42nd St.
R.L. Culver, Bus. Mgr.
Phone: Pennsylvania 4760

CHICAGO
10 S. La Salle St.
John D. Ross
Phone: State 3652

DAIRYMEN'S
League
NEWS

"THE DAIRY PAPER OF THE
NEW YORK CITY MILK SHED"

Editorials

LAMP-POSTS AND MERGERS: "No lamp-posts have been provided for weak or overstimulated businesses to cling to, and so they are apt to cling to one another. The embrace is called a merger." Henry Ford inspired and Samuel Crowther wrote this pungent observation in the latest book of these collaborators, "Moving Forward," wherein the prophet of mass production unfolds some of the marvels of modern productive ingenuity as well as many of the eccentricities of a mind overstimulated by success. . . . Nothing in Mr. Ford's outgivings (that are taking on some of the characteristics of mass production) implies that he has any quarrels with mergers *per se*. He certainly has no business reason for objecting to them. His dislike is that of the mathematician who views coldly persistent attempts to add minuses to pluses with sanguine expectation of enlarged quantities. His remark is pertinent to present conditions. When the storm wreckage is all inventoried we shall find that, as usual in such times, the meldings inspired by weakness have lost ground or fallen into insignificance. Yet the process of combining remnants has been going on in these shadowed days with only slight mitigation, in spite of the lessons of experience and the fundamental laws of nature.

PRICE-CUTTING LEGISLATION: As the impending session of Congress approaches more careful examination of the Capper-Kelly bill is beginning to reveal weaknesses in that measure which proponents of resale price maintenance have too easily assumed would promote their cause effectually. On the side of the principle that ruinous price-cutting should be discouraged, by law if practicable, there seems to be a preponderance of sentiment. Divergence of opinion arises over the means proposed. It is by no means clear that the present undisputed right of any manufacturer to cut off dealers for objectionable practices is a less effective protection than the right conferred by the pending bill to enter into resale price contracts enforceable by civil action. Dubious also is the provision that makes a distinction between manufacturers and wholesalers, debarring the latter from the privilege of entering into such contracts with dealers. Nor is it clear that manufacturers could afford to run counter to economic law, as the Capper-Kelly measure prescribes, to the extent of granting like terms to all dealers in the same city, thereby ignoring the implications of the Clayton Act, which expressly permits discounts for quantity

purchases. Furthermore, it is now realized that a Federal statute which must be limited in its scope to interstate commerce can do little in a situation created in large measure by intrastate operations. . . . These weaknesses are pointed out with no idea of opposing the Capper-Kelly bill. It merits support as far as it is designed to cope with obvious evils and to safeguard national brands established at great expense under encouragement of public authority. Precisely for that reason the bill should be critically scrutinized and strengthened if possible before it comes to a vote. Better no legislation than a mere gesture, however well meaning.

A REASON FOR UNDERCONSUMPTION: A view of prevailing conditions which has received more attention from academic authority than from self-appointed advisers is well summed up in the following remarks addressed to the Chamber of Commerce of the United States and similar bodies of business men by W. J. Wollman of a New York banking house: "The only way to cure unemployment is work. The only way to create work is to increase consumption. The only way to increase consumption is to reduce prices on all things to a fair and equitable basis, bringing up the purchasing power of the dollar and bringing prices down to a level sufficiently attractive to consumers to impel purchase on their part." . . . Mr. Wollman is here dealing with facts rather than theories. In terms of commodity prices the purchasing power of the dollar is now relatively very high. In these terms incomes are still high in spite of large capital losses, curtailment of profits, unemployment and some reduction of wages. But in terms of prices to consumers of goods in a great many lines reserve buying power has been strained. In too many cases manufacturers have been attempting to keep up the sum of their profits by withholding savings from lower cost of materials. The retail level of prices also, generally speaking, is still unadjusted to the new commodity level. . . . The assumption that the consumer is ignorant of this is unwarranted. But whether he is or not is beside the mark. In the circumstances his readiness to buy at a fair price has not been fully tested. Underconsumption is not wholly a question of means to satisfy reasonable wants. It involves quite as much disposition to buy, and disposition to buy, needless to say, depends very largely on belief of the possible purchaser in the fairness of the transaction. As long as he thinks prices are too high, all things considered, there will be no sale.

Studebaker Stakes Million Dollars on Free Wheeling

(Continued from page 171)

ing over the RKO circuit of 350 theatres throughout the country. The picture was built around a huge Studebaker car—the cast comprising the Studebaker Champions orchestra, with several feature acts taken from the corporation's radio broadcasts. The picture was made by Wilding Picture Productions, Inc., Detroit.

"We found many highway commissioners and safety directors endorsing free wheeling enthusiastically because of the increased control ability it gave the driver. We found people who had driven cars costing from \$1,000 to \$2,000 more than our highest priced model, trading in their cars because of the new and unique sensation free wheeling offered.

"Of course, one of the big advantages in our campaign was that people who came to see what free wheeling was were forced to take a demonstration in order to satisfy their curiosity. It could not be described—it had to be felt. The sensation could not be realized in the back seat—it had to be experienced behind the steering-wheel. There is a tendency today for a great many people who come into automobile showrooms to 'fight' a demonstration with all sorts of excuses—that they know the performance of the car, that all cars drive more or less alike, etc.

Came, Saw, Bought

"None of these excuses, however, was eligible with free wheeling. They came, saw and found out the advantages for themselves. Many remained to buy."

During the first six months of this year Studebaker's total registrations placed it in tenth position in the industry. Although the free wheeling announcement was not made until July 10, registrations for that month advanced it to sixth place. In August Studebaker had climbed to fifth.

Free wheeling originally applied only to the President Eight and Commander Eight models. On September 18 the corporation announced its application to the low-priced Dictator Eight.

"Although registrations for September are not yet available at this time for the country as a whole," Mr. Rigby concluded, "it is interesting to note from many of the states from which reports have been received, Studebaker is occupying fourth place.

"When you have something to say, advertising can pay as well in 1930 as at any other time."

Here's a Real "One-Paper Town."



343,738 Homes in
Northwestern AGROPOLIS

DOMINATE an entire market with one publication! Northwestern Agropolis has 343,738 families—more than a million-and-a-half population. More than 75 per cent of them are reached weekly by **THE FARMER**—the largest circulation of any publication of any kind in the Northwest.

All live in individual dwellings—more buying needs than are possible for an apartment renter. More homes on highways than on city streets. Four times as many people as in the largest single metropolitan market in the Northwest.

Eighty-eight per cent of these farm folks do their buying in towns of 2,500 and under. Merchants in all towns outside of Minneapolis, St. Paul, and Duluth depend upon farm trade. Sell Agropolis (the home of farm folks) and you command the Northwest.



THE FARMER
Webb Publishing Co. Saint Paul, Minnesota
and
Farm Stock Home

New York—Wallace C. Richardson, Inc., 250 Park Avenue
Chicago—Standard Farm Papers, Inc., Daily News Building

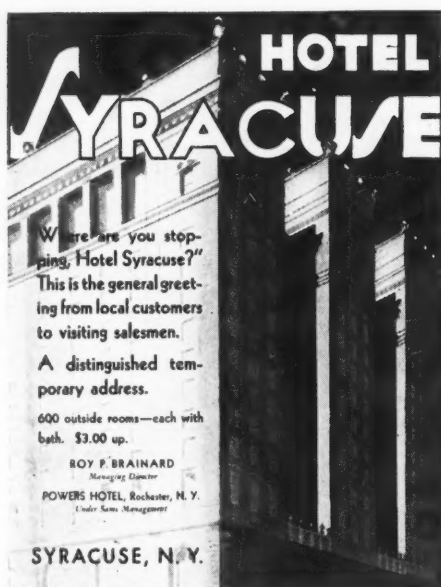
Member Standard



Farm Paper Unit

"I take pleasure in telling you that I receive much inspiration and information from every issue of your valued publication."

Yours very truly
F. J. BALDWIN
Sales Manager
The Munising Paper Co.



HOTEL SYRACUSE

Where are you stopping, Hotel Syracuse?
 This is the general greeting from local customers to visiting salesmen.

A distinguished temporary address.

600 outside rooms—each with bath. \$3.00 up.

ROY F. BRAINARD
 Managing Director
 POWERS HOTEL, Rochester, N. Y.
 (Under Sales Management)

SYRACUSE, N. Y.

REDUCE YOUR COST OF SELLING by using Direct Mail—Letters, Post Cards, Folders, Blotters, Booklets, Catalogs, etc., etc. **Postage and The Mailbag**—monthly magazine—published continuously since 1915—is entirely devoted to Direct Mail Advertising and Selling. Tells how to reduce selling cost. Full of sound business ideas, information and facts. **\$2.00 a year.** At end of year, we return \$4.00 if you are not satisfied. Send 25c for sample copy.

Postage and Mailbag 68 35th Street Brooklyn, N. Y.

Ideas that Are Cracking the Buyer's Strike

(Continued from page 170)

houses have existed in the retail jewelry field for years. The so-called regular jewelers, however, sold for cash or on open book accounts. The "charge" customer who took more than sixty or ninety days to pay his bill was taking more than he was entitled to.

It has been getting increasingly difficult, however, to sell jewelry on a cash or short-credit basis. Virtually all stores are reluctantly coming around to the partial payment plan, although some of them would hate to admit it. An authority in the trade recently declared that instalment selling was the first truly vitalizing idea to come into the jewelry trade for centuries. Anyway, it is here, and probably to stay.

Bulova Aids Retailers

Manufacturers who are selling to this field have been slow to recognize the revolutionary change that has recently taken place. For one thing, the jeweler who is operating under a partial payment plan needs a wider profit margin. His cost of doing business is higher. Bulova has recognized this. The company is giving the retailer a discount schedule that makes it possible for him to sell the Bulova on long credit.

Ten years ago I made a study of the history of 100 of the world's most consistent advertisers. That study revealed a startling fact—that the concerns who maintain their customary marketing effort, year in and year out, regardless of economic conditions, make comparatively greater progress during times of stress than they do during periods of prosperity. Others have recently been making similar studies and have come to the same conclusion.

The explanation of this phenomenon is simple. The aggressive marketer who never relaxes encounters less competition in dull times. So many of his customers give up trying when the pulling gets hard that he gets more than his customary share of the market.

It is for this same reason that many business men regard an off year as the best time to start a new enterprise, introduce a new product, or to try out a different plan of marketing on an old product. Perhaps that is why the Land O'Lakes Creameries selected

1930 as the time for introducing sweet cream butter. This is a new principle in butter making. Heretofore, butter has been made from sour cream.

The Spool Cotton Company, makers of Clarks O. N. T. and J. & P. Coats' threads, decided the present is a propitious time to push their mercerized colored threads. This is another upsetting idea in a product. It now becomes possible to use cotton thread in many places where up to now only silk could be used.

The National Lamp Works did not wait for fairer economic weather to introduce the Mazda daylight lamp. Phillips' Milk of Magnesia has always been largely sold as a remedy for children. The company decided that the present is as good a time as any to advertise its famous product to the adult market.

What an unfavorable time this is to advertise diamonds! Yet the Virgin Diamond Syndicate did not think so. Having those 37,600,000 persons who are still working in mind, the syndicate recently launched an interesting selling story on Virgin diamonds.

Introduces New Gas Range

The Estate Stove Company got hold of a brand new gas range idea. It could put off its introduction for more optimistic moments. But it knew that if it postponed action, it would have more competition later on. So it went ahead, torpedoes or no torpedoes.

The Knox Hat Company evidently has not been reading the Wall Street news lately. For last week it devoted its radio program to silk hats and to opera hats. Neither did the men behind the International Products Corporation hear about all the big food mergers that have transpired in recent years and how impossible it is for a newcomer to get started in this field any more. Not knowing the bad news, they organized International and brought out Torex and are doing a whale of a marketing job in this terrible, terrible year.

Bathroom bottles, when bought separately as merchandise, are a luxury. Someone should have told the Owens-Illinois Glass Company that this is no time to burden the market with a luxury. Not being properly advised, the company is offering this merchandise and, even more surprising, the stuff is

selling just as though there was nothing wrong with the country.

The Imperial Furniture Company figures that if people feel they cannot afford to buy furniture at present, that is no reason why they cannot buy tables. Imperial has been getting noted authorities on interior decorating to say that "\$50 spent on tables will do more for the finish of a room than that amount spent on any other furniture." Then if a person doubts that he can buy any furniture at all for \$50, Imperial points out many tables and table nests and combinations that can be bought for less than this amount.

Heaven knows what would have happened to the women's silk stocking business, if a new idea had not been providentially introduced at the right moment. The sale of silk stockings has been slipping. Then along came the dull luster stocking. It has been the bellwether in the industry for several months.

The Best of All

I have been purposely keeping the best story for the last. We all know that there are many causes behind a business depression. We are just as familiar with the fact that if the leading business concerns of the country would get out and sell as they are wont to do in normal times that the harmful effect of these depressions would be reduced to a minimum. The few incidents that have been briefly presented in this article indicate that at least some companies are selling as all companies should be selling.

In my humble opinion, the best depression campaign that is being put on in the United States at present is the Johns-Manville roofing drive. I give it first place not only because of the huge scale on which it is projected, but because it is cleverly designed to get everyone who is in any way connected with Johns-Manville, either directly or indirectly, to exercise whatever latent selling ability he may have.

Every Johns-Manville employe, every dealer and every dealer's employe, are supposed to send in two roofing prospects a week. This puts many thousands of salesmen directly to work on the drive. The prospects thus turned in are being vigorously followed up by direct mail. In the meantime, a commanding magazine and radio advertising campaign is being directed to produce other inquiries. These also are followed up by mail.

As soon as a prospect develops into a live lead, he is turned over to a dealer or salesman. Business that is

closed is credited to the person who first turned in that prospect.

While this Johns-Manville drive will unquestionably produce a lot of business, its greatest effect will be subtler than that. It will raise the morale of the whole building industry. It will send thousands of dealers and dealers' salesmen out selling and will convince them that the whining which they have been doing about business for several months was not justified. Hundreds of new dealers will be secured—dealers who are anxious to tie up to a manufacturer who keeps selling whether times be good or bad.

What Dallas Is Doing to Hasten Recovery

(Continued from page 180)

points in carload lots. In many cases, financing has been handled by local bankers, through arrangements made by the bureau, conserving the funds of the Dallas finance corporation for localities where local financing is not feasible.

This program, of course, will not add materially to the buying power of the affected areas immediately. But within a year or two, with the success which it has already been demonstrated these selected typical farmers can achieve under this plan, the diversified farm with a variety of crops which cannot all be rendered unprofitable by a single period of unfavorable weather, will doubtless make heavy inroads upon the hazardous one-crop system. And that will mean that these people will have money to buy every year from their local merchants things which come originally out of Dallas factories, warehouses and salesrooms.

With this merchandising program functioning smoothly, Industrial Dallas, Inc., has pursued advertising campaign in such media as the *Saturday Evening Post*, the *New York Times*, *SALES MANAGEMENT*, and other leading general and specialized publications. Alert to every circumstance which may give impetus to its advertising campaign, Industrial Dallas, Inc., recently took advantage of a development in the daily news with splendid results.

Goodrich Promotes Two

E. T. Morris, advertising manager of the Pacific Goodrich Company, Los Angeles, has been transferred to Akron, to assist P. J. Kelly, advertising manager. Guy Gundaker, Jr., is now sales promotion manager, a new position. "There will be no other immediate changes in the Pacific Coast organization," F. E. Titus, general sales manager at Los Angeles, announced in connection with these changes.

If Your
Advertising
Is Not in
The Biloxi-
Gulfport
Daily Herald
It Is Out of
Two Principal
Cities of Mississippi



THE DAILY HERALD

Herald Building
Gulfport

Herald Building
Mississippi Biloxi

Radio for Results

Number 15

WHO?

A Milwaukee station received 162,797 pieces of mail in 1929 from radio listeners-in w h o wanted information about products sponsored on the air.

The complete story
may be secured from

SCOTT HOWE BOWEN, INC.

National Representatives of Radio Stations

Chrysler Building New York City
Chicago Philadelphia Detroit Boston

Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

Year 1930	Year 1929
Aug. 2 ... 78	Aug. 3 136
Aug. 9 ... 90	Aug. 10 ... 129
Aug. 16 ... 88	Aug. 17 ... 137
Aug. 23 ... 89	Aug. 24 ... 135
Aug. 30 ... 89	Aug. 31 ... 138
Sept. 6 ... 88	Sept. 7 139
Sept. 13 ... 89	Sept. 14 ... 142
Sept. 20 ... 87	Sept. 21 ... 140
Sept. 27 ... 87	Sept. 28 ... 137
Oct. 4 79	Oct. 5 143
Oct. 11 ... 86	Oct. 12 ... 142
Oct. 18 ... 82	Oct. 19 ... 143
Oct. 25 ... 82	Oct. 26 ... 115

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(Continued from page 158)

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Index to Advertisers

	PAGE		PAGE
Autopoint Co.	183	Kimberly-Clark Corp. ...	Facing 180
Biloxi & Gulfport Daily Herald	195	Kippy-Kit Co.	185
Bowen, Inc., Scott Howe	195	Lamar & Whitmore	186
Burkhardt Co.	191	Los Angeles Evening Herald....	163
Bush Terminal Co.	157	New York Sun	166
Chicago Evening American	Cover	Newark Evening News	164
Chicago Tribune	Cover	Oregon Farmer	176-177
Cowles Publications	176-177	Pacific Northwest Farm Trio..	176-177
Dairymens League News	191	Pathescope Co. of America, Inc.	165
Dodge Corp., F. W.	178-179	Photographers Assn. of America	Cover
Envelope Mfrs. Assn. of America	175	Portland Oregonian	160
Farmer, The	193	Postage and Mailbag	194
Gibbons, Ltd., J. J.	196	Southern Methodist Publications.	186
Hotel Syracuse	194	Spokane Spokesman-Review & Chronicle	176-177
Hotels Statler	190	Standard Rate & Data Service..	189
Idaho Farmer	176-177	Stevenson & Co., Inc., A. G. ...	188
Indianapolis News	159	Washington Farmer	176-177
Industrial Dallas, Inc.	187	White, Inc., Percival	158

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